



AUSTRALIAN  
COUNCIL  
FOR  
INTERNATIONAL  
DEVELOPMENT

**ACFID**  
**State of the Sector Report**  
**2018**



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## Abbreviations

ACCIR – Australian Christian Churches International Relief

ACFID – Australian Council for International Development

ACNC – Australian Charities and Not-for-profits Commission

AIS – Annual Information Statement

ANCP – Australian NGO Cooperation Program

CID – Council for International Development New Zealand

CoPs – Communities of Practice

CR CoP – Child Rights Community of Practice

DGR – Deductible Gift Recipient

DFAT – Department of Foreign Affairs and Trade

GDP – Gross Domestic Product

HDI – Human Development Index

INGO – International Non-Government Organisation

MP – Member of Parliament

NGO – Non-Government Organisation

NFP – not-for-profit

OAGDS – Overseas Aid Gift Deduction Scheme

ODA – Official Development Assistance

RDI Network – Research for Development Impact Network

## Acknowledgements

ACFID would like to thank DFAT for supporting the development of the first State of Sector Report. We would also like to acknowledge all organisations that shared valuable datasets and case studies, including all the members of ACFID, whose transparency allows us to engage with such a rich dataset.

ACFID also acknowledges the time and consideration provided by the Steering Committee and external Advisory Group whose guidance was invaluable. Finally, we would like to express our gratitude to Terence Wood from the Development Policy Centre, Australian National University, whose experience, and knowledge formed the backbone of the report.

## Authors

Terence Wood – Development Policy Centre, Australian National University

Raewyn Lans – Australian Council for International Development

## Executive summary

Australian development and humanitarian Non-Government Organisations (NGOs) (hereafter, development NGOs) deliver aid in more than 95 countries globally. They receive public donations (not including government funding) from all parts of Australia totalling over A\$1 billion. They partner with an ever-increasing range of stakeholders: government, private sector, international organisations, schools, community groups and churches. NGOs are a central means through which Australians give to, and learn about, less affluent communities. Yet efforts to date to learn systematically about development NGOs as a sector have been limited.

This report, the first-ever Australian Council for International Development (ACFID) State of the Sector Report, sheds new light on Australia's development NGOs. It is based on an unprecedented data gathering effort, enabled by the NGOs' own transparency. The report focuses foremost on development NGOs that are members of ACFID, drawing on ACFID's ongoing data collation. Where possible, however, the report also includes information from other NGOs, making use of data from the Australian Charities and Not-for-profits Commission (ACNC). This affords a picture of the broader community of development NGOs and a sense of where ACFID members fit as a subset of this larger group.

The highlights of the report include:

- Total revenue (approximately \$2 billion in 2016) and total public donations (over \$1 billion in 2016) to Australian development NGOs have grown considerably since 2002. However, neither total revenue nor public donations have grown since 2005 relative to the size of Australia's economy. Australia is becoming wealthier, but not more generous.
- ACFID members do not spend excessively on fundraising. Returns on money spent on fundraising range from \$5 to \$10 for every \$1 spent.
- Larger organisations deliver a higher development and aid spend per staff member than smaller organisations; however, the values for all groups are impressive.
- An estimated 5,500 people work for Australian development NGOs in full or part time employment. 80% of these work within ACFID member organisations.
- More than half of the staff of ACFID members are women, yet men continue to outnumber women in senior management and organisation leadership roles. The gender balance of organisation boards is closer to parity. However, board chairs are mostly men.
- The sector relies heavily on volunteers with over 60,000 members of the Australian public volunteering their time to Australian development NGOs.
- The share of ACFID members that undertake advocacy has been steadily rising, increasing from 50% in 2011 to 59% in 2015. In 2015, advocacy was most common amongst large ACFID members, although 47% of small ACFID members still reported undertaking some form of advocacy.
- Larger NGOs work in more countries and have more projects than smaller NGOs. There is no evidence that Australian development NGOs are fragmenting their work across too many countries or projects.
- ACFID members focus most of their work on countries where need is high. However, some of the world's neediest countries are comparatively under-served. This is a product of variation between countries, not variation between regions. Africa is the region that receives the most funding from ACFID members. Comparatively, ACFID members focus more on Africa than does the Australian government aid program.

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The ACFID State of the Sector report aims to be descriptive rather than prescriptive and, as such, refrains from providing advice. Rather, it aims to encourage conversation within the sector and provide the basis for deeper analysis and ongoing learning.

The baseline has now been established. Over time, the report's value will increase as we start to develop trends and build a better understanding of the state of the Australian international development and humanitarian aid not-for-profit (NFP) sector.

## Chapter 1: Introduction

In any given year, ACFID collects a significant amount of data on its members. Elements of this data have been presented in our annual reports each year and from time to time, specific one-off pieces of research and data gathering are also carried out. While each of these data forms is useful and serves a purpose in its own right, ACFID saw value in consolidating such data to build up a more comprehensive and robust analysis of the State of the Australian aid and development NGO sector.

The purpose of the report is to provide ACFID's membership and the wider NFP aid and development sector with an understanding of where the sector is at, where it is going into the future and how it is progressing on that journey. It aims to do this by iteratively developing a shared understanding of both what a healthy sector looks like (as captured in the characteristics) and the current state of the sector (as reflected in the data and analysis). By exposing the difference between the two, we hope that the report will generate discussion, ideas and a commitment for action.

The report is framed around a suite of characteristics. Each characteristic has a set of indicators against which the characteristic is reported. Individual indicators do not necessarily point directly to the health of the sector in regard to that characteristic. Some are proxy indicators, and some will hold more weight than others. Therefore, when reading the report, it is important to look at how all indicators under the characteristic speak collectively. As engagement with stakeholders continues, both indicators and characteristics may change over the coming years as we continue to refine and develop both the report and our data collection.

In response to need and varying focuses within the sector, the report will provide an in-depth analysis into a particular characteristic or element of one. For the inaugural report, we look more closely into the financial resourcing of the sector.

In some areas of the report, current aggregate data does not allow us to develop a picture of the stated characteristic at all. This will be discussed in more detail in the concluding chapter.

The report has drawn on data from numerous, readily available sources. Detailed information on the methodology and datasets used can be found in Annex A.

The ACNC collects data from approx. 55,000 NFPs each year. This is achieved through Annual Information Statements (AIS) that are designed to cover all types of charities and therefore can only speak directly to a few of the indicators in this report, such as some areas of funding, staffing and volunteering. Most importantly, the AISs do not have a single variable that allows aid and development NGOs to be easily distinguished from other types of NGOs that work overseas. As such, we have isolated NGOs based on a set of filters, providing an imperfect result but a good approximation that is similar to other researchers who have done the same.

The largest database that we drew from is the ACFID Annual Statistical Survey which provides detailed information regarding the organisations in our membership and the work that they do down to individual project level. For this reason, this dataset is the backbone of the report.

## **Characteristics of a healthy development NGO sector**

The report is based around a suite of characteristics of a healthy development NGO sector. Each characteristic captures important aspects of how development NGOs function as a community, how development NGOs interact within the Australian community, and how development NGOs work in other countries. Each characteristic has a set of indicators that we report against.

### **As a community**

Characteristic 1: is made up of a diverse community of transparent and accountable organisations.

Characteristic 2: has an adequate and sustainable resource base.

Characteristic 3: is innovating, learning, adapting and evolving in response to achievements, lessons learned, changes in context.

Characteristic 4: is working collaboratively both within and outside the sector.

Characteristic 5: has a healthy and diverse workforce.

### **With the Australian community**

Characteristic 6: has advocacy and campaigning capacity and influence.

Characteristic 7: has a high level of influence, engagement and support with community and other stakeholders.

Characteristic 8: is supported by an enabling legal, political and policy environment.

### **In the world**

Characteristic 9: has an appropriate sectoral and geographic focus.

Characteristic 10: is fostering development and humanitarian responses that enable sustainable change in-country through empowerment of local actors and systems.

Characteristic 11: is delivering significant social, political, institutional, economic and environmental outcomes and impact, and contributing to systemic change.

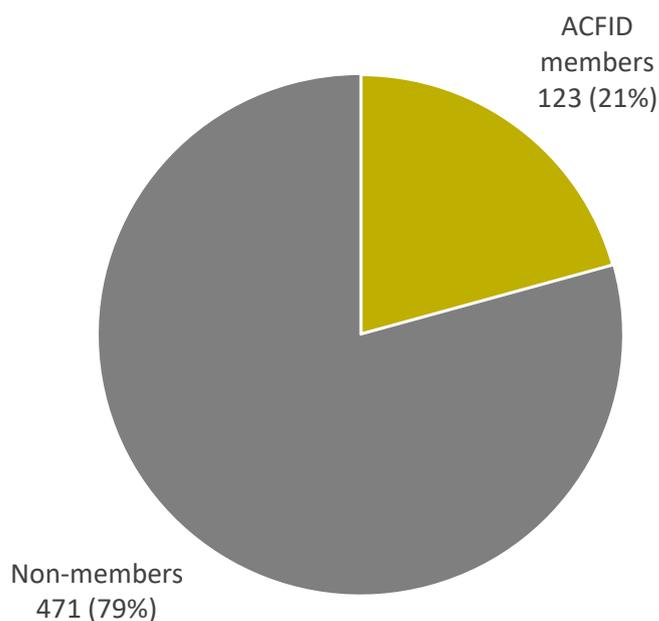
## **Are ACFID's members representative of the sector?**

The main issue with ACFID Annual Statistical Survey data and other ACFID datasets is that they pertain only to ACFID members. This raises the question of whether the findings that are true for ACFID members are likely to be the same for the rest of the sector. Figure 1 shows the share of organisations identified as likely development NGOs in the ACNC dataset that were ACFID members. Data is from 2016.<sup>1</sup>

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<sup>1</sup> The number of ACFID members that we could find in the ACNC dataset (123) was slightly lower than the total number of ACFID members in the same year (126). We believe that this discrepancy stems from organisations providing different names to the different datasets. The difference is small enough to be immaterial.

**Figure 1: Number of development NGOs that are ACFID members in 2016**



Just over one fifth of organisations identified as development NGOs in the ACNC data were ACFID members in 2016. This seems low. However, as Figure 2 shows, it is only amongst the smallest NGOs that ACFID membership is rare: 64% of all NGOs that had an income over \$1,000,000 in 2016 were ACFID members.

The fact that most medium and large NGOs are ACFID members is significant for two reasons. First, in terms of gross income, roughly 75% of all money earned (and spent) by development NGOs in the ACNC dataset in 2016 was done so by ACFID members. Second, as we will show in a subsequent section of the report, the bulk of staff working for Australian development NGOs work for ACFID members. Although the ACFID Statistical Survey does not capture all development NGOs, in many of the central areas of this report, such as financial indicators and staffing, ACFID members have a very large footprint. For this reason, the Statistical Survey serves as a very useful tool for estimating the state of the sector as a whole.

When thinking about individual NGOs or groups of NGOs, matters are more complicated. ACFID members commit themselves to a particularly high standard of practice through the Code of Conduct.<sup>2</sup> This means that we cannot confidently generalise from the sample of Australian development NGOs that are ACFID members.

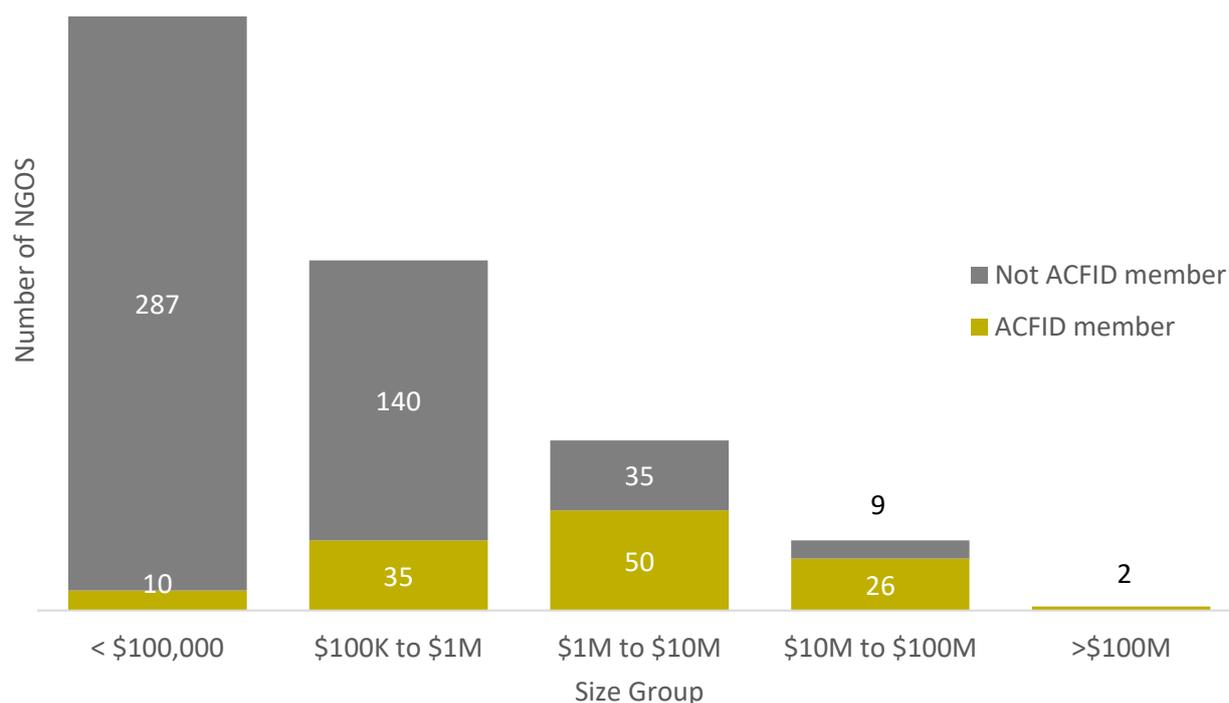
When dealing with larger NGOs (and to an extent medium NGOs), we are helped by the fact that a large share of NGOs with an income over \$1,000,000 are ACFID members. This means that what we find for ACFID member organisations will be true for the bulk of development NGOs in this size group.

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<sup>2</sup> Detailed information on the ACFID Code of Conduct can be found at [www.acfid.asn.au/code-of-conduct](http://www.acfid.asn.au/code-of-conduct), accessed 15 Dec 2017.

However, for smaller NGOs this is not the case. When we use ACFID data to describe smaller NGOs we can only talk about a minority of organisations of this size in the broader sector, and the ACFID member organisations that we have data on may well be an atypical minority.

**Figure 2: Number of development NGOs that are ACFID members by size category (ACNC data)**



#### ACFID SIZE GROUPS

Many of the attributes that we studied in the rest of this report varied substantially between different sized NGOs. In order to give you a sense of this, when we use ACFID Statistical Survey data we often break our charts down so that they provide information on three different groups of NGOs. Individual NGOs are categorised based on their annual development spending which in this case means disbursements to international programs, program support costs and community education.

**Large** NGOs have an annual development spend of greater than AU\$10,000,000.

**Medium** NGOs have an annual development spend of \$1,000,000–\$10,000,000.

**Small** NGOs have an annual development spend of less than \$1,000,000.

We use these groups because they are used in other ACFID reporting.

Of the 126 ACFID members in 2016, 23 fell into the large size category that we used in this report (an annual development spend of greater than AU\$10,000,000), 44 were medium sized (annual development spend of \$1,000,000–\$10,000,000) and 59 were small (annual development spend of less than \$1,000,000).

## Chapter 2: Setting the scene

In 1985,<sup>3</sup> when ACFID (then ACFOA – Australian Council for Overseas Aid) first started conducting detailed surveys of its members, Australia’s aid NGOs worked in a different world. There were neither Human Development Reports, nor Millennium Development Goals. The Cold War dominated geopolitics.

At the beginning of 1985, the Australian Government aid budget was 0.44% of Gross National Income but was already beginning to decline sharply. ACFID had 35 members, who raised \$63 million in funding that year. In 1990, when reasonable global estimates first became available, nearly 35% of the World’s population lived in extreme poverty.<sup>4</sup>

By 2016 ACFID had 126 members, who raised more than \$1.5 billion for international development work. The Cold War was now over, yet our world faced new challenges. The global war on terror brought with it conflict, destruction and displacement on an unprecedented scale. The apparent impacts of climate change in the Pacific, food and water scarcity across Africa, and the persecution of the Rohingya, precipitated protracted and complex humanitarian crises that both compelled the Australian NGO community to respond, and overwhelmed our capacity to do so. Globalisation has brought significant material benefits to many people, yet its challenges have also become more apparent. At times these challenges have brought solidarity and creative thought. However, conservative, populist backlash against trade and migration is also emerging.

The aid and development landscape continues to change in fundamental ways. The Sustainable Development Goals have set a global development ambition that only reinforces the criticality of serious global development effort if we are to achieve Agenda 2030. As a global community, we are certainly more aware of the perils of climate change, yet this has not translated into sufficient global efforts to tackle the issue. About 10% of the world’s population live on less than \$1.90 a day, though we know this to be an insufficient yardstick for poverty. The changing face of global poverty and rising inequality means that some of the world’s poorest people will continue to be found in fragile and failing states, while others will be living in comparatively wealthier, stable states.

While the case for principled and deliberate action, and the need for Australia’s leadership in this space, has never been more apparent, the reality of Australia’s aid and development position paints a starkly different picture. Adjusting for inflation, Australia’s aid budget has fallen by more than \$1.5 billion since the 2010–13 financial year. And data from the Development Policy Centre’s Aid Stakeholder Survey points to decreasing aid program effectiveness, declining expertise, and aid that is increasingly oriented to advancing Australia’s interests (Wood et al. 2016a). The Australian political climate hampers progress in areas ranging from aid, to the SDGs, to climate change, to humane migration policies. Governments are unlikely to effectively tackle global problems or to make serious commitments to advancing international development if the prevalent public sentiment within their borders presents as nationalist. Though encouraging public opinion polls do not seem to describe a

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<sup>3</sup> Page 18 here:

[https://acfid.asn.au/sites/site.acfid/files/resource\\_document/ACFID%20Annual%20Report%202015%20Final.pdf](https://acfid.asn.au/sites/site.acfid/files/resource_document/ACFID%20Annual%20Report%202015%20Final.pdf), accessed 27 Nov 2017.

<sup>4</sup> Poverty data come from the World Bank’s PovCalNet. Extreme poverty is defined as less than \$1.90 a day adjusted for purchasing power parity (that is, taking differences in costs of living into account). Figures are based on consumption data for most countries, meaning that subsistence income is taken into account.

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country where most people hold positions strongly at odds with a better development future, this has not translated into active support.

Climate change illustrates starkly the challenges of global cooperation. Although the risks of major harm emerging are high enough to justify concerted action to reduce its effects (Wagner & Weitzman 2015), and although the potential harms caused by climate change have been understood since the 1990s (Houghten et al. 1990), action to address the issue has been halting and insufficient. In part this is because action on climate change will have some short-term costs (although these are often overstated) even as it brings much larger long-term gains (Stern 2007). Powerful vested interests have also prevented action on climate change (Oreskes & Conway 2010). But another major barrier has been the global nature of the problem. Because of it, action on climate change has to be truly international—involving most of the world’s states (or at least its large states)—if it is to be effective.

The work of Australia’s NGOs in this area will be shaped to an extent by the need to help developing countries, particularly small island states, offset the effects of climate change. The importance of Disaster Risk Resilience programs, capable National Disaster Management Offices and direct programs to protect Pacific community livelihoods such as through mangrove protection and rehabilitation have never been more urgent. Concurrently, natural disasters strike our Pacific neighbours with an unprecedented severity and regularity, diverting critical resources away from long-term management strategies in favour of immediate relief.

Although climate change is the most worrying example, the need for global collective action is present in many other areas. With this comes the need for advocacy and global cooperation on behalf of Australia’s aid NGOs. Many already work in these areas but the need for this work is very likely to increase in coming years. Additionally, the development gains that have occurred in recent decades will be reversed if global challenges are not addressed through effective global collective action. Both at home and abroad, the landscape of civil society work is shifting and shrinking. Once-vibrant civil society actors across Africa are finding themselves hamstrung through tightening government regulations and a crisis of legitimacy that calls them unelected and unaccountable. Our civil society peers in Cambodia are being investigated for non-compliance with taxation laws, and legislated freedoms of expression, association and assembly continue to be undermined through ad hoc legal measures and government initiatives. Across the globe, the perceived legitimacy and strength of our sector is being eroded, and Australia may be regarded as no different. As the Government continues to seek out new ways to force our charities to defend themselves against restrictive policy propositions, our sector finds itself constantly toiling to simply hold the line, and with fewer and fewer resources to devote to holding that very same Government to account.

In a time of declining public trust, it is more difficult than ever to rally the required public sentiment for such measures to be viewed as politically untenable. Concurrently, we see that the private sector is becoming increasingly deregulated, and ever more powerful in the international development space. The relentless pursuit of efficiencies in this regard threaten to undermine the longstanding work of Australian NGOs in building deep connections and trust in communities across the developing world, and the opaqueness of many private sector supply chains ultimately leaves more concerning questions than innovative solutions.

In other ways, the domestic context for Australian development NGOs is changing rapidly too. The number of domestic charities has been rising rapidly (JBWere 2016, p. 10). Domestic NGOs and those working in international development need not necessarily be seen as competitors, but the fundraising environment across the NFP sector is becoming more competitive.

Thus, for Australian development NGOs the challenge is much the same as it is worldwide, and the call to action must be vocalised and heeded. We must seek out new ways of mobilising and reinforcing a movement of accountability, and indeed capability, that reenergises our sector, and continues to build important civil society sectors in fragile and developing states. The continuing challenge to restate our value to the democratic space must be confronted with united movement, and this important moment in our sector's history must not be missed.

## Looking forwards

The world that Australia's aid NGOs work within is very different from that of the mid-1980s, but NGOs' work is as important as ever. This is not likely to change over the next 30 years. Global disparities and need will continue. The context that Australian aid NGOs are working in is changing, however. For many NGOs this will mean a change in the way they work. Some NGOs will find their work shifts much more than others. Some country contexts will change more than others too.

This report offers an opportunity to place the work and health of our sector within this broader context, consider its successes and its opportunities for growth. It is intended to create the space for robust discussion within ACFID's members, the wider international development sector, and with our stakeholders. This year's State of the Sector report is a first cut at distilling what we know about our sector and its financial health to create a meaningful story that engages us in a more powerful discussion of 'where to from here'. Whilst it speaks to many of our strengths, it also shows us areas where we can do more, where we may be able to direct our efforts more effectively and asks us to consider why we do our work the way we do, not just what we do and how. It is hoped that it will be the first of many reports of this kind and will provide a truly valuable basis for conversation and planning. We are pleased to share it within these pages.

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## Chapter 3: As a community

The following characteristics within this chapter relate to how healthy development NGOs are in relation to their internal workings as organisations in Australia and how they are functioning as a community together.

Highlights from the chapter:

- There is a remarkable degree of variation in the size of the NGOs that make up Australia's development NGO sector. The largest development NGOs have annual revenues over A\$100,000,000. The smallest organisations in the sector have annual revenues less than \$10,000. Smaller NGOs are much more common. Only about 35 organisations have revenues greater than \$10,000,000. Nearly 300 have revenues less than \$100,000.
- The age of organisations varies too. Some ACFID members are less than five years old, but a handful are over 80 years old. The most common age of ACFID members is between 10 and 20 years old. Smaller NGOs tend to be younger, but this is not always the case. Development NGOs do not always grow larger as they age.
- Total revenue and total public donations to Australian development NGOs have grown since 2002. However, neither total revenue nor public donations have grown since 2005 relative to the size of Australia's economy. Australia is becoming wealthier, but not more generous.
- As a group, ACFID members do not spend excessively on fundraising (the median organisation spent 4.3% in 2016). Most ACFID members' returns for their fundraising spend are more than enough to justify spending in this area.
- Large and small ACFID members have very different donor profiles. Large NGOs typically have many donors who each give comparatively modest amounts each year. Small NGOs typically have few donors, but donations are much larger. Smaller organisations typically spend less on fundraising but get more for their spend.
- Changes in revenue varied a lot between different ACFID members. While most saw their inflation-adjusted revenue increase in line with overall sectoral averages from 2013–16, some organisations saw their revenue double, while others saw their revenue completely collapse. Variation was highest amongst small NGOs.
- There is a lot of variation between different parts of Australia in terms of people's willingness to donate. Over 16% of people in the ACT gave to large ACFID member NGOs in 2015. This is nearly three times as high as the percentage who donated in the Northern Territory.
- Using ACNC data we estimate that over 6,700 people work for Australian development NGOs. Because most of the Australian development NGOs that are not ACFID members are small, more than 75% of all staff employed by development NGOs work for ACFID members.
- More than half of the staff of ACFID members are women, yet men continue to outnumber women in senior management and organisation leadership roles. The gender balance of organisation boards is closer to parity. However, board chairs are mostly men.
- Larger organisations deliver a higher development and aid spend per staff member than smaller organisations; however, the values for all groups are impressive.
- ACFID members can justifiably be called a learning community. Members (and to some extent other NGOs) participate in learning events ranging from small training meetings to large conferences.

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- Although most ACFID members report that they undertake monitoring and evaluation, only a small minority publish evaluations on their websites. This is a lost learning opportunity as well as a transparency issue.

## Characteristic: Is made up of a diverse community of transparent and accountable organisations

### **Indicator: Estimated total number of agencies in sector**

We made use of data from the ACNC dataset to report against this indicator. The introduction of the report and methodology (at Annex A) details how we worked with ACNC data. By our calculation, there were approximately 600 registered NFP organisations in Australia in 2016 that might reasonably be described as development NGOs. As discussed, only about a quarter of these organisations are ACFID members, although most medium sized and large development NGOs are members of ACFID. In 2016 there were 126 ACFID members.

### **Indicator: Breakdown of agencies by size**

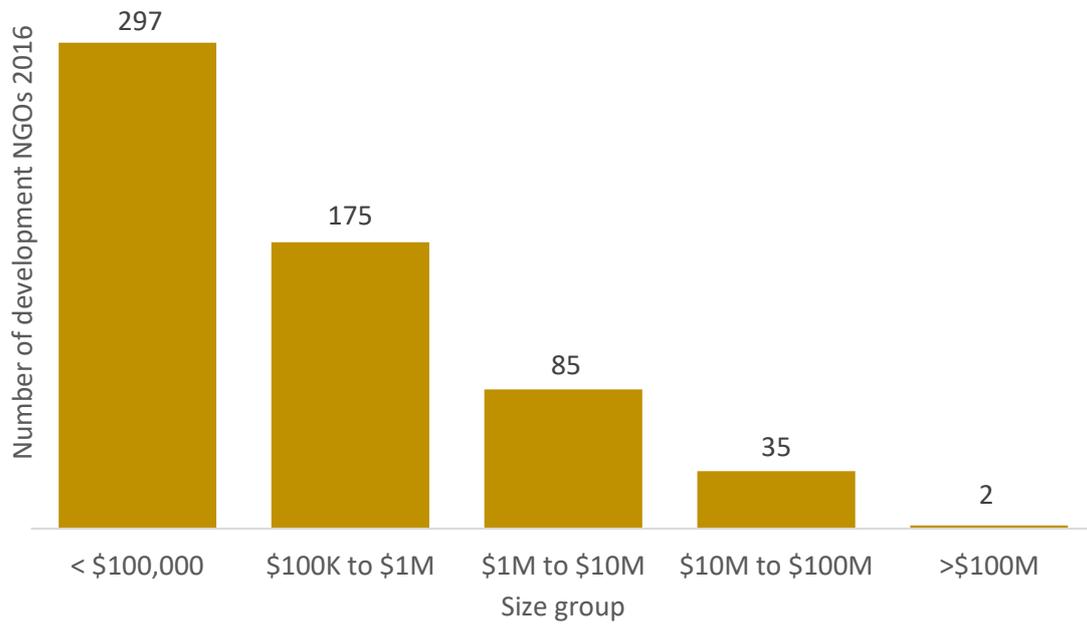
Figure 3 shows the organisations we identified as development NGOs in the ACNC data, broken down by size group (as determined by organisations' total gross income). The x-axis has a range of size categories. The y-axis shows how many organisations fall into those categories.

Nearly 80% of NGOs have annual incomes of less than \$1,000,000. 50% have incomes less than \$100,000. A handful of NGOs are much larger, however. In 2016, 35 development NGOs had revenues above \$10,000,000 and two had a revenue above \$100,000,000.

These are some of the most salient features of the Australian development NGO sector: the sheer range in size between the largest and smallest organisations, and the fact that there are many more small NGOs than there are large. Such diversity is, broadly speaking, good; different sized NGOs can fill different niches both in terms of the development work they do, and the members of the Australian public that they engage with. The current state of affairs is preferable to a sector that is completely comprised of small NGOs in frantic competition, or a sector completely monopolised by one or two large NGOs. Diversity brings with it the potential for positive spillovers too, as different sized NGOs, working in different ways, learn from each other.

At the same time, many of the NGOs in the ACNC dataset are tiny. In 2016, 77 (about 13%) had incomes of \$10,000 or less. In some instances, organisations this small may want for the type of expertise needed to be effective in their attempts to help people in need. Learning the extent to which this is an issue, and whether it can be offset, may be important in the future.

**Figure 3: Australian development NGOs by size (2016)**

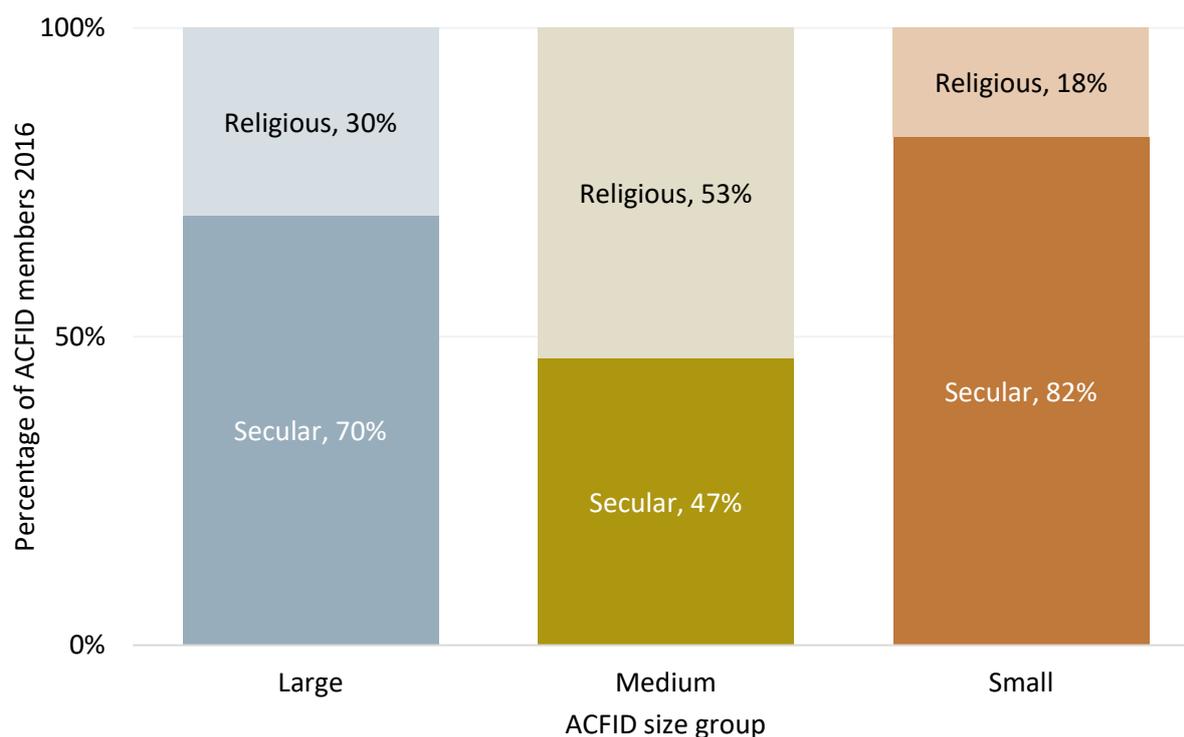


**Indicator: Religious organisations**

Figure 4 is based on data from the ACFID Statistical Survey. The data is for 2016. The figure shows the percentage of organisations that identified as religious or not, broken down by size category.<sup>5</sup> Both religious and secular organisations have a long history in humanitarian and development work. This can be seen in the diversity of ACFID members in this area. The majority of ACFID members are secular organisations. However, a sizeable minority are religious.

<sup>5</sup> For 7% of organisations no data was available on religious status in 2016 (or for earlier years). These organisations were excluded from calculations.

**Figure 4: ACFID members by size and religious status 2016**



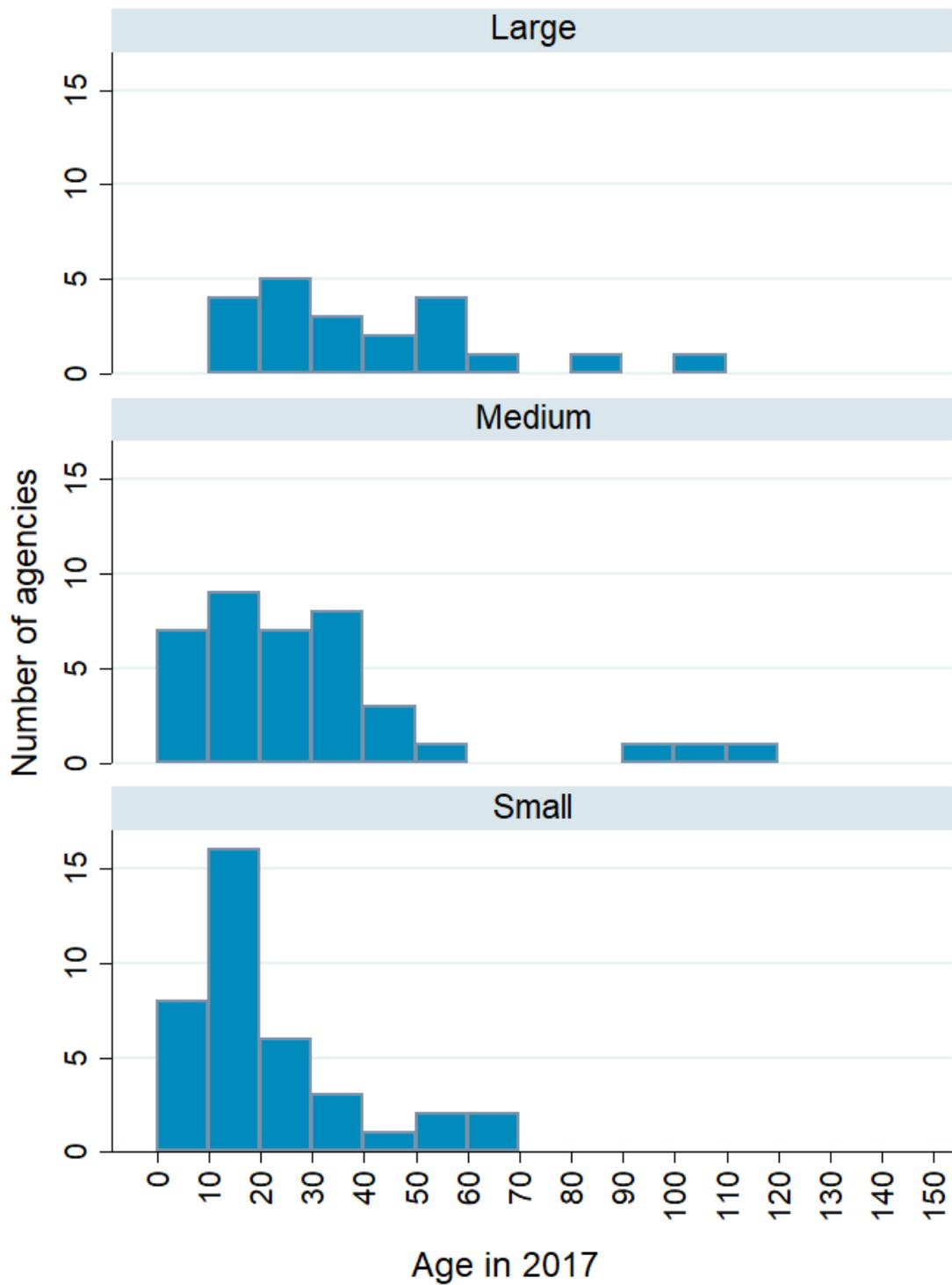
**Indicator: Age of ACFID members**

Figure 5 is a histogram of ACFID members’ age in 2017 (based on those NGOs that provided their founding date when asked in the 2017 ACFID Statistical Survey).<sup>6</sup> The chart is divided into three sections. The top section is for large NGOs, the middle section for medium NGOs and the lower section for small NGOs. Each bar in each chart is for an age group – you can see the age groups at the bottom of the chart. The height of each chart shows how many NGOs are in that age group. For example, the second bar in the chart for small NGOs is showing us that just over 15 small ACFID members are between 10 and 20 years old.

On average, larger and medium sized organisations are older than smaller organisations. And there are no large organisations less than 10 years old. However, there is also a healthy spread of ages in all three groups. Most small organisations have at least 10 years’ experience, and some have been around much longer. The data shows that it would be mistaken to assume either that small organisations tend to be very new, or that the only way to grow to become a large organisation was to spend many, many years doing development work. Likewise, the data show that many small NGOs appear to have been content to stay small as the years have passed or have encountered challenges trying to scale up their organisation. While there is no optimal NGO size, this is a preferable situation to one in which all organisations are trying to grow as quickly as possible.

<sup>6</sup> Note that, reflecting responses to the ACFID Statistical Survey, in some instances organisations’ ages are based on the age of their international parent organisation.

Figure 5: Age of ACFID members



### **Indicator: Financial reports that are audited and available online**

The ACFID Code of Conduct requires all ACFID members to have their annual financial accounts professionally audited. Amongst ACFID members, compliance with this indicator is 100%; this form of financial accountability is one clear benefit of ACFID membership and the associated Code of Conduct. In addition, most development NGOs have to report to the ACNC, which forms another layer of accountability. The ACNC requires all NGOs with a total revenue greater than \$1,000,000 to provide audited annual reports. Organisations with a total annual revenue between \$250,000 and \$1,000,000 are required to provide reviewed reports to the ACNC. Organisations with revenues of less than \$250,000 are required to provide some information on financial affairs to the ACNC but this is less detailed. Except in rare instances, financial reporting to the ACNC is made publicly available through the ACNC's website. This provides another valuable layer of reporting and financial transparency.

Combined, ACFID and ACNC reporting add an important layer of transparency to the sector. However, most Australian development NGOs are small and are not ACFID members. Because of this, the majority of Australia's small NGOs are not covered either by the ACFID Code of Conduct, or by the stringent public reporting requirements that the ACNC applies to larger NGOs.

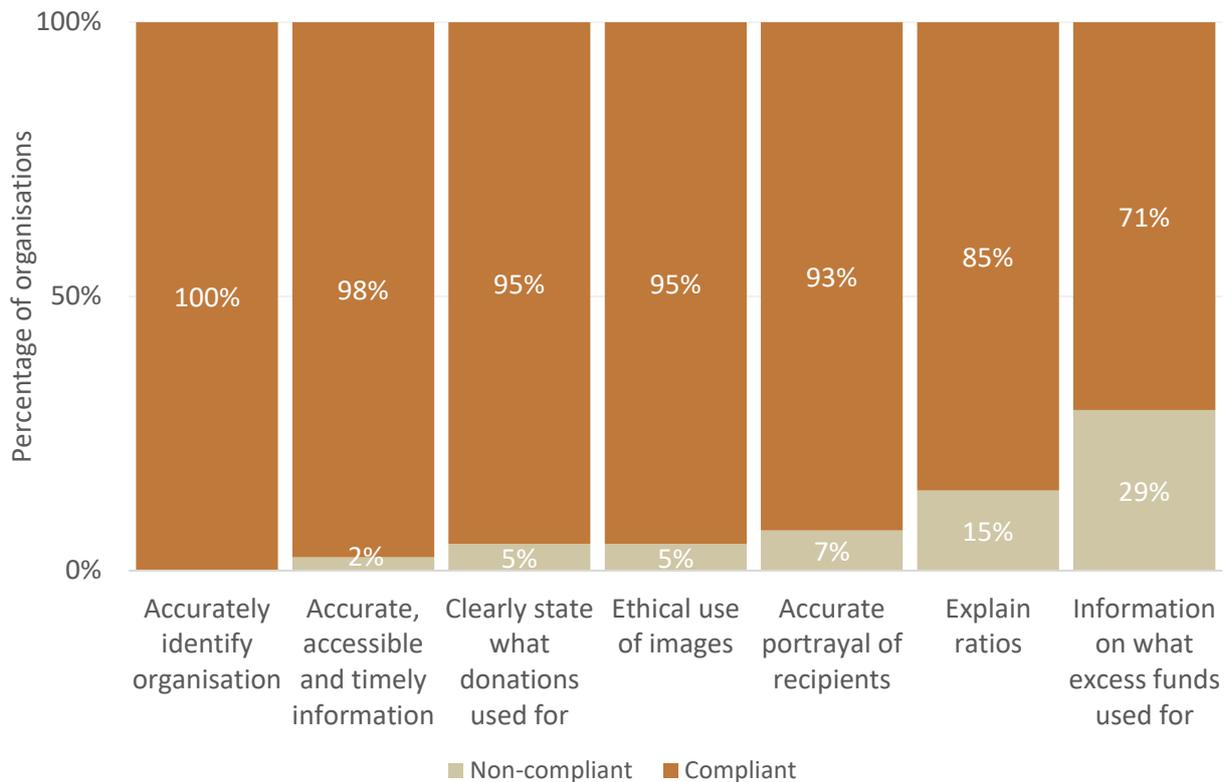
### **Indicator: Results of emergency appeal assessments over time**

One good indicator of development NGO transparency is website transparency, and particularly how well NGOs manage the webpages they devote to public appeals. During humanitarian emergencies ACFID provides a consolidated page that lists all the appeals our members have and links to the websites of those members. This provides a one-stop-shop for code compliant appeals and assurance for the donating public. It also checks for Code of Conduct compliance on the appeal webpages of those organisations that they are linked to. Figure 6 shows the results of these checks, averaged across two recent crises (Myanmar/Bangladesh and East Africa/Yemen).<sup>7</sup> In each crisis about 20 ACFID members participated. The picture of website transparency that emerges is largely a positive one. In all of the audited areas the majority of participating NGOs performed well. The only two areas where more than 10% of NGOs were found wanting were the (relatively) technical area of 'explaining ratios' and the provision of information on what excess funds would be used for.

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<sup>7</sup> These two crises were chosen because ACFID member participation was particularly high for these events.

**Figure 6: Verified emergency appeal website compliance**

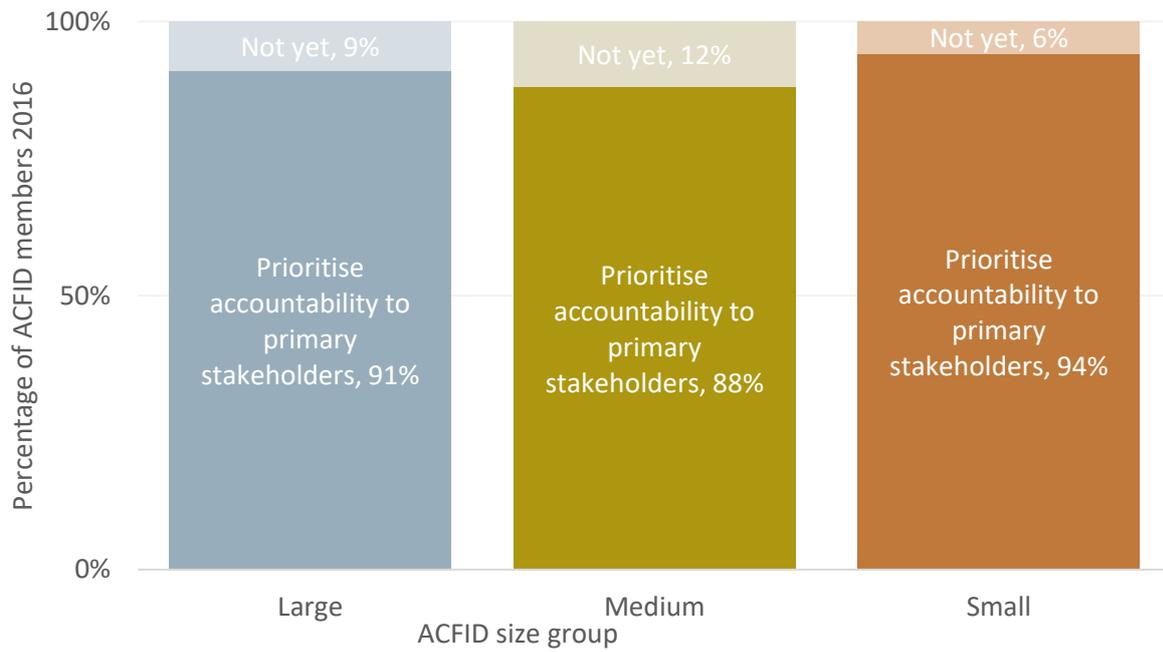


**Indicator: Accountability to primary stakeholders**

The previous indicators provide a sense of the processes that exist to help hold Australian development NGOs accountable to their Australian stakeholders. However, the most important stakeholders of all development NGOs are the people who they work with in developing countries. Under the previous iteration of the ACFID Code of Conduct, ACFID members were asked about the procedures they had in place to ensure accountability to primary stakeholders and communities in-country. Figure 7 reports on data generated from this question in 2015 (the most recent year for which data is available).<sup>8</sup> It shows the proportion of members who gave answers suggesting procedures were fully in place alongside the proportion who still needed to make progress in this area. (An equivalent provision exists in the most recent version of the Code of Conduct; however, data is not available for reporting yet.) Reporting of this form does not guarantee optimal conduct in working with partners in developing countries. However, it provides a very useful starting point for assessing behaviour. And in this instance the picture emerging from the data is an encouraging one.

<sup>8</sup> In 2017, ACFID released a revised Code of Conduct with an increased focus on participation, empowerment and local ownership, recognising the importance of communities and individuals being fully empowered actors in their own development process. We expect to see richer data in future years.

**Figure 7: Progress in accountability to primary stakeholders 2015**



## IN-DEPTH ANALYSIS

Although the volume of funding that NGOs receive could never, on its own, be taken as a measure of the overall health of the sector, tracking funding amongst other indicators is important in providing a holistic picture of the state of Australia’s development NGO sector. In this year’s report we pay particular attention to the resources and sustainability of development NGOs.

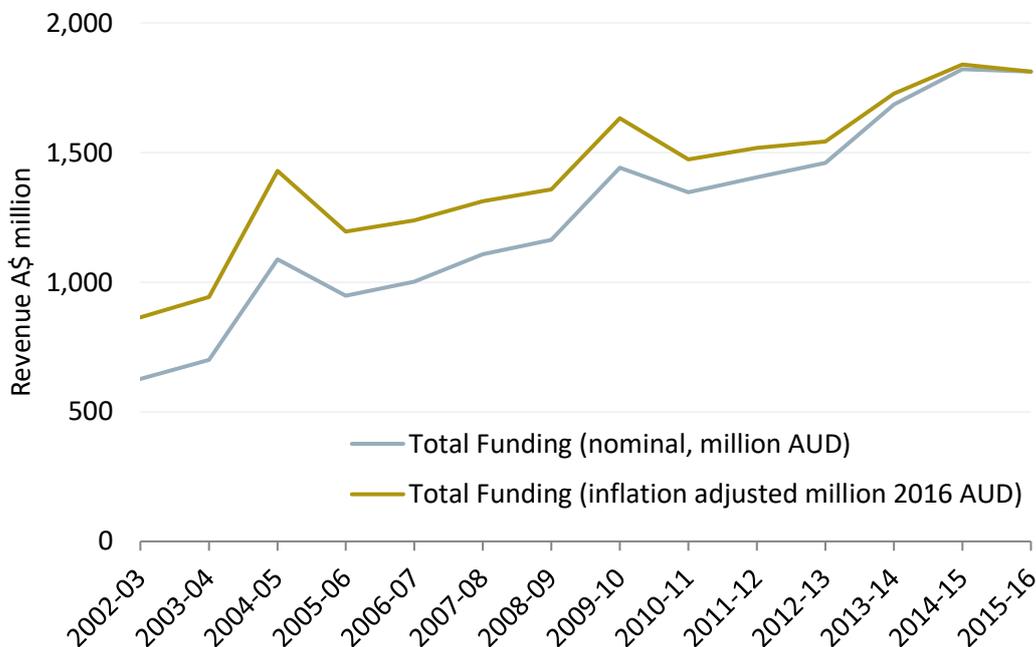
### Characteristic: Is adequately and sustainably resourced

#### Indicator: Total revenue over time

Although most of the data we can draw upon in this report come from recent years (a period in which ACFID has placed particular effort in obtaining and maintaining accurate information from its members), the Development Policy Centre has retained records of the revenue of Australian NGOs for a longer period. These records are based on the revenue of ACFID members and the two largest NGOs that are not members of ACFID.<sup>9</sup> Total revenue (from all sources) from this period is shown in nominal and inflation-adjusted dollars in Figure 8. In 2016, total revenue for the NGOs contained in this dataset was just over \$1.8 billion.<sup>10</sup> Although the funding fluctuates, including a slight dip in the 2015–16 financial year, the overall picture is one of steady increase, even when inflation is taken into account.

Results for the top 60 development NGOs<sup>11</sup> that received the largest amount of funding from all sources in 2016 is at Annex B. Further tables detail ACFID members that received the most public donations in 2016 and those ACFID members with the highest development spend in 2016.

**Figure 8: Total NGO funding over time**



<sup>9</sup> The two organisations are Compassion and Médecins Sans Frontières. Removing data associated with these two organisations does not change the trends shown in charts below. Because aggregate flows are dominated by large NGOs, including other non-ACFID member organisations would have little impact on the chart.

<sup>10</sup> We estimate on the basis of ACNC data that total revenue for the entire development NGO sector in 2016 was about \$2 billion.

<sup>11</sup> This list contains ACFID members and non-members.

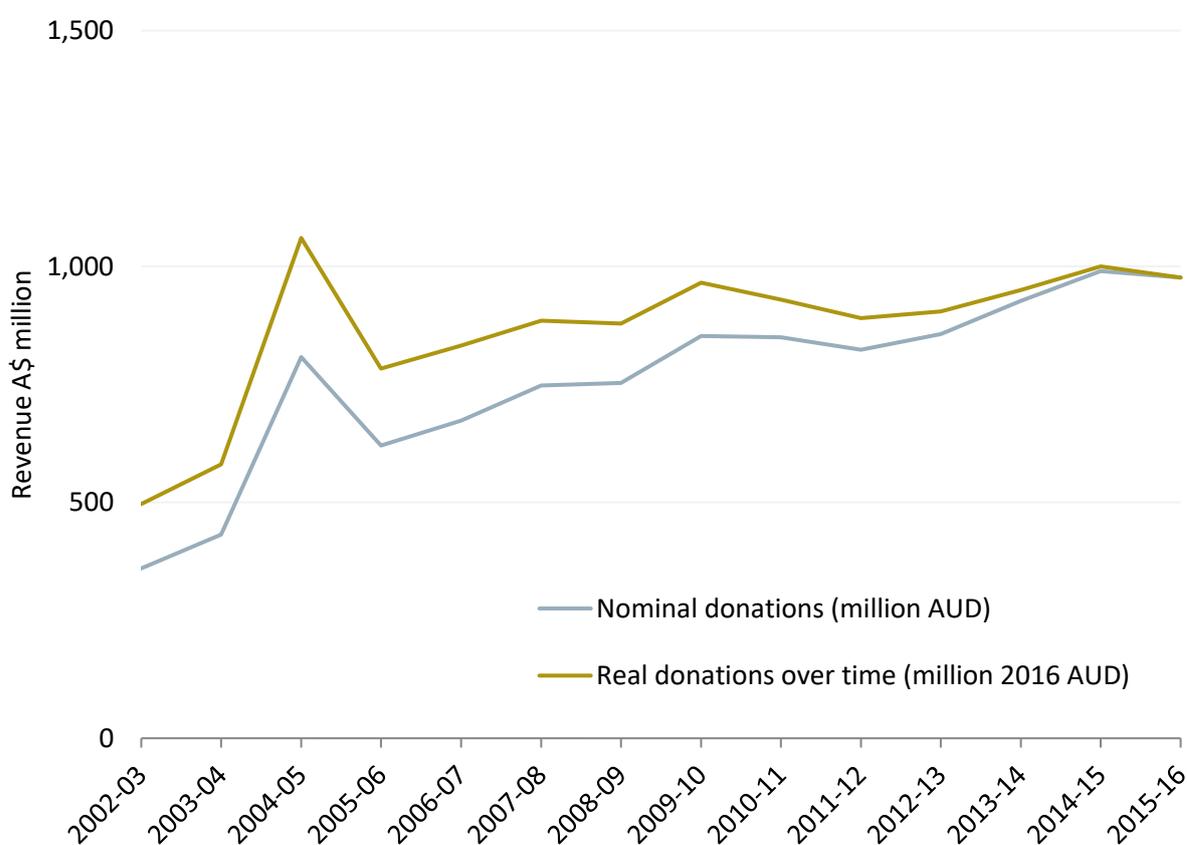
**Indicator: Public donations**

The Development Policy Centre data also provides information on donations from the public over time. Long-run trends in this area can be seen in Figure 9.

Once again, although there are fluctuations, including a particularly pronounced spike caused by the Indian Ocean tsunami, the overall trend is upwards, although a small drop occurs in the most recent year for which there is data.<sup>12</sup>

While individual spikes in donations and total funding have at times been caused by natural disasters, there is no evidence that the broader trends in the charts are a product of increases in such events. Similarly, poverty has fallen globally over the period since 2002. Need, while still acute, has not been increasing. As a result, increased funding for NGOs can be taken as a positive trend.

**Figure 9: Trends in public donations**



**Indicator: Total funding and donations versus size of economy**

While positive funding trends are encouraging, it is worth remembering that Australia has increased in population since 2002 and it has become a considerably wealthier country. With more money and more people, Australia ought to be able to give more to the work of development NGOs. Figure 10 shows total funding to Australian development NGOs and donations from the public, as a share of

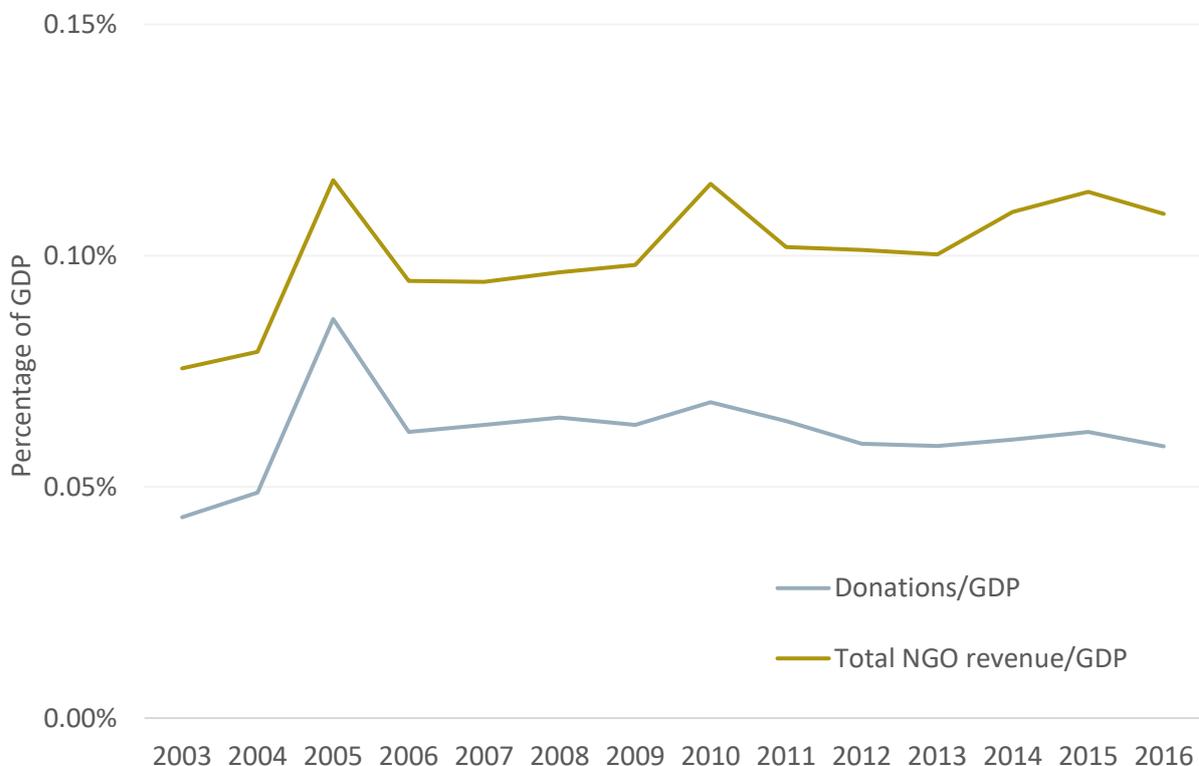
<sup>12</sup> Total public donations include non-monetary donations, except for those which are known not to have come from the Australian public. (Some large multilateral organisations have provided non-monetary donations in some instances to one Australian NGO.)

Australia's Gross Domestic Product (GDP) over time. Charting revenue data as a share of GDP is a means of taking Australia's increased ability to pay into account.

The trends in this chart are less encouraging. Both donations and total NGO revenue were higher as a share of GDP in 2016 than they were in 2003. However, trends post-2006 have been effectively flat (in the case of donations) or very slightly upwards (total NGO revenue). NGOs are receiving a slightly larger share of Australia's wealth than they were in 2003. Yet trends do not point to future increases; Australia's generosity in this area is not growing. Or, to put it another way, NGOs are not becoming increasingly effective at tapping into Australia's rising wealth.

Also discouraging is just how small a share of Australian economic activity is being devoted to the work of development NGOs. The fact that just over one tenth of one percent of GDP is spent on development NGOs each year is sobering.

**Figure 10: Total NGO revenue and total donations/GDP**



International comparisons in this area are difficult. Few countries make as much data available as Australia does. And it can be difficult to compare like with like with confidence. In New Zealand in 2016, donations to members of ACFID's equivalent, the Council for International Development (CID) amounted to about 0.04% of GDP.<sup>13</sup> This will be an underestimate of donations to the total New Zealand development NGO sector, however, as not all New Zealand development NGOs are CID members. The underestimate would not be huge though. It is likely that the percentage of GDP going to donations in New Zealand would be very similar to that in Australia. Figures from Giving USA show that donations to the United States 'International Affairs' NGOs are somewhat higher as a share of GDP, at 9%. However, this may simply be because their calculations include other organisations such

<sup>13</sup> Calculations based on GDP data from the World Development Indicators and NGO data from <http://www.cid.org.nz/assets/CID-AnnReport-2016-web.pdf>, accessed 29 Aug 2017.

as think tanks in the ‘International Affairs’ category.<sup>14</sup> Overall, the available international comparisons suggest that Australia is not an outlier, either in a positive or a negative sense, in this measure.

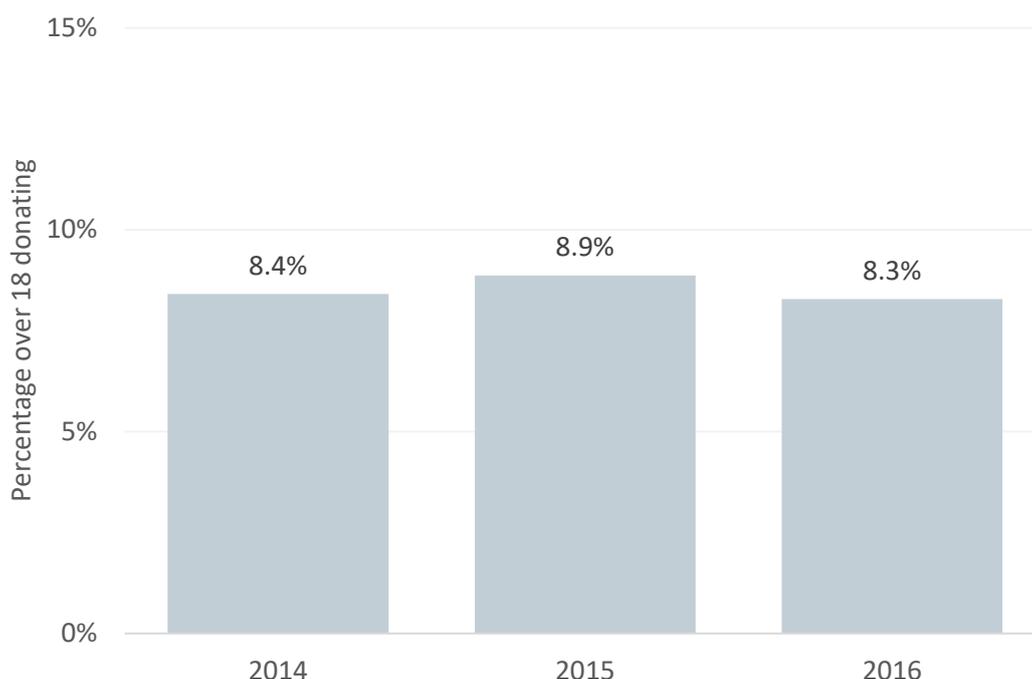
**Indicator: Number of public donors/population over time**

There are two ways that Australian NGOs can increase the revenue that they gather from donations. They can either increase the size of the average donation or they can increase donor numbers.

Unfortunately, we do not have long-term data for donor numbers. However, for the three most recent years for which data is available we know the percentage of the Australian population aged over 18 that has donated to ACFID members. This is shown in Figure 11, which is based on data from the ACFID Statistical Survey.<sup>15</sup> No clear trend is apparent from the chart. We would expect any dramatic trend to be visible even when limited to only three years. It is probably the case that the proportion of Australians donating to development NGOs is staying fairly steady.

In terms of absolute amounts, it is worth noting that nearly 10% of Australians give to ACFID member NGOs each year. This is a much more encouraging figure than the percentage of GDP figures given above. So, whilst only a small fraction of Australia’s wealth makes it to the work of development NGOs, in any given year a reasonable proportion of the Australian population make donations to these organisations.

**Figure 11: Percentage of Australian population aged 18 and over donating to ACFID members**



<sup>14</sup> GDP came from the World Development Indicators. NGO data from <https://givingusa.org/giving-usa-2017-total-charitable-donations-rise-to-new-high-of-390-05-billion/>, accessed 28 Aug 2017.

<sup>15</sup> The data we possess cannot address the issue of people donating to more than one NGO. Because of this, double counting may mean that the estimates in the chart are slight overestimates. Recall, however, that the absence of non-ACFID members will be contributing to underestimation at the same time. Similarly, families donating together may be recorded as individuals by NGOs. This will also lead to underestimation of donor numbers. These latter issues ought to offset the first issue leading to reasonable overall estimates.

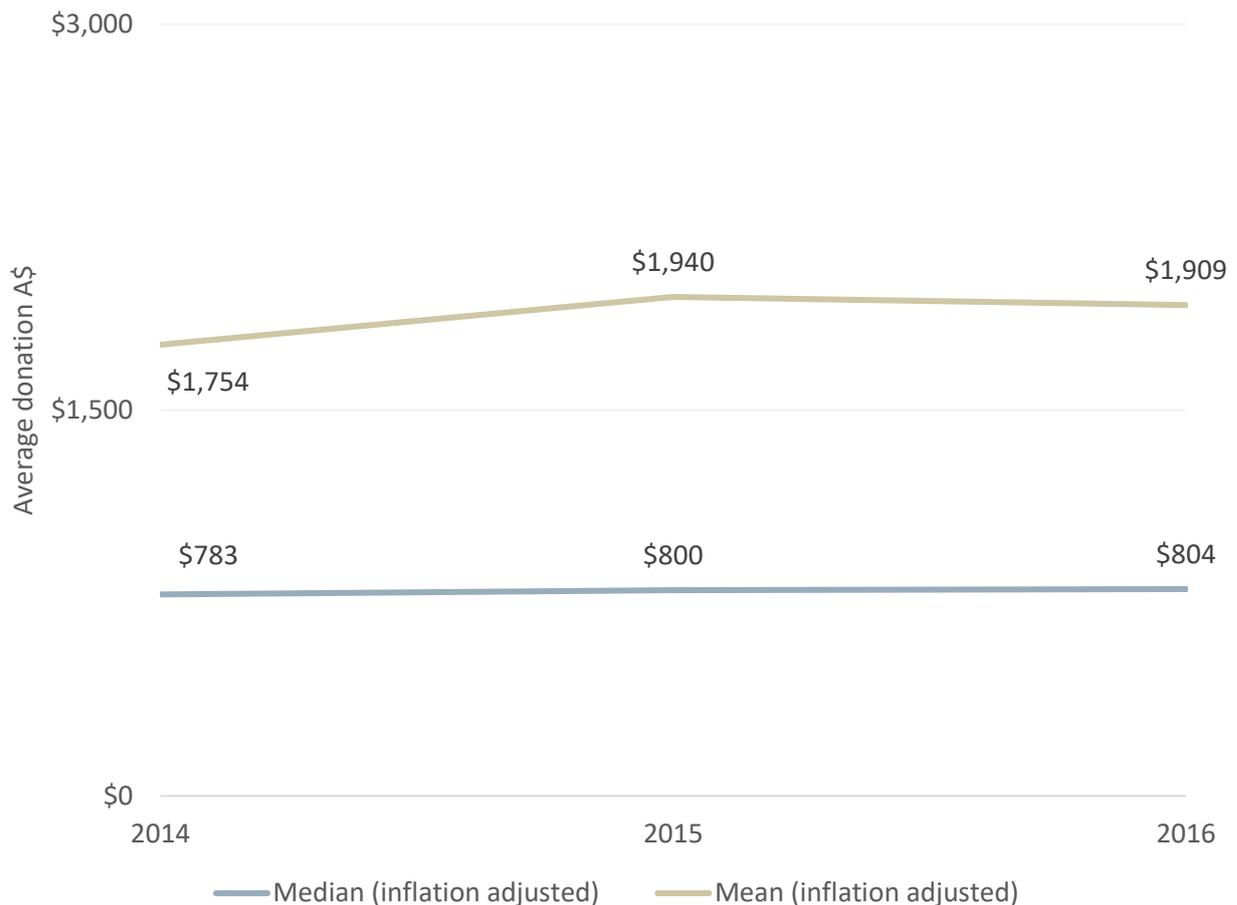
**Indicator: Average donation size**

With data on ACFID members it is also possible to calculate the size of the average amount of money given by each donor to development NGOs in any given year.

The size of the average donation received by individual NGOs varies a lot between different NGOs. This variation provides a technical challenge in that it means that the average for all NGOs is not the same as the average donation for the typical NGO. To overcome this, in Figure 12 we provide both the mean donation averaged across all ACFID members and the average donation for the median ACFID member. As can be seen, the mean is considerably higher. There is also a clear upwards trend in the mean. This trend is less apparent when looking at medians, although the size of the average donation to the median ACFID member does also appear to be increasing.

The difference between means and medians indicates that although average donation sizes increased from 2014–16, this growth was primarily being felt by a smaller subset of ACFID members.

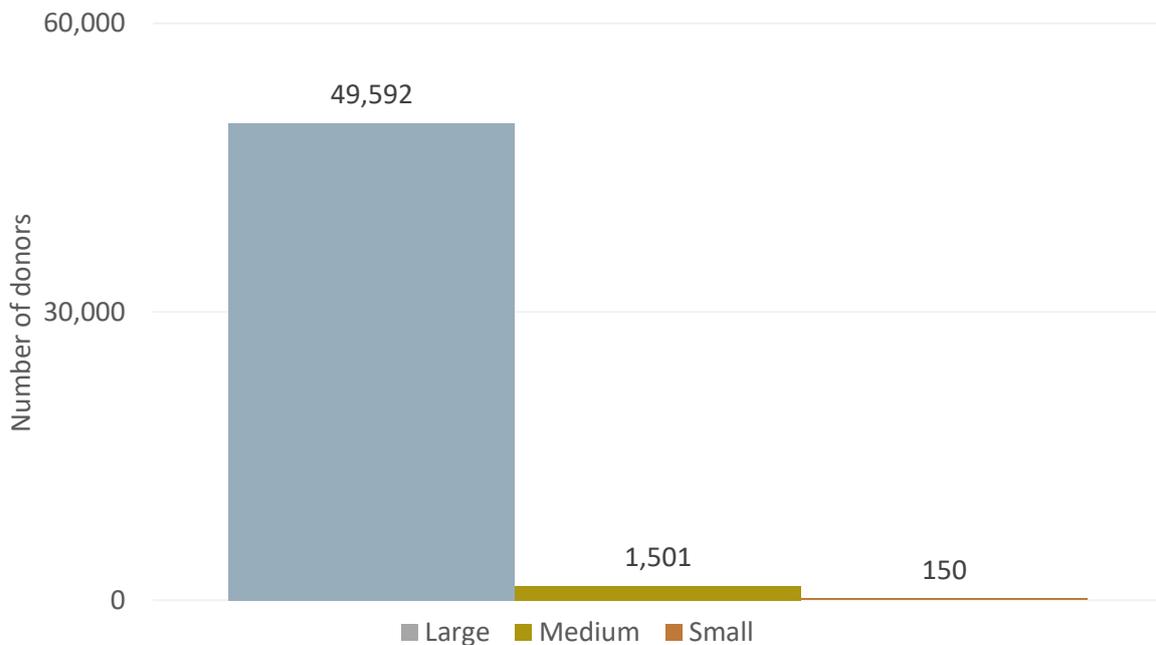
**Figure 12: Average donation sizes averaged across NGOs and for the median NGO**



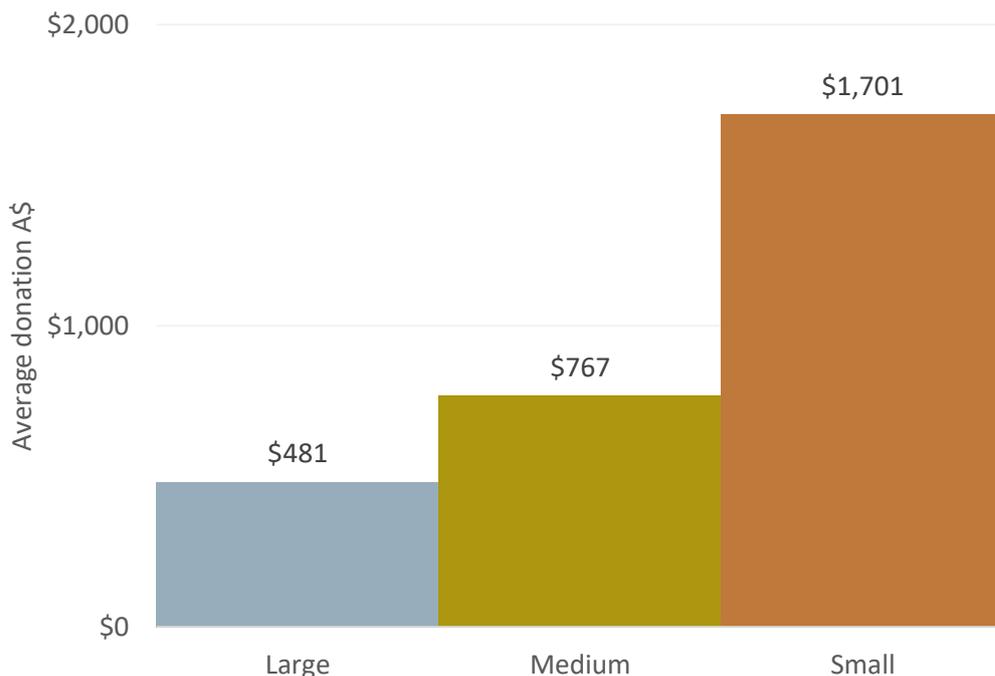
Different NGOs have very different donor profiles. Some depend on large donations from a small number of donors; others are dependent on many donors who each give small amounts. Figures 13 and 14 show this difference across different ACFID member size groups. We have used 2016 data; the value of the median NGO is used for each group.

The differences are striking. The median large ACFID member had nearly 50,000 donors in 2016, who each gave \$481 on average. The median small ACFID member on the other hand had only 150 donors. But the size of the average donation was much larger: \$1,701. The explanation for these differences is probably that large NGOs have professional fundraising teams that are able to bring in many donors. Smaller NGOs, on the other hand, often draw on personal networks to a greater extent, and these are more effective in eliciting larger donations.

**Figure 13: Number of donors for median NGO in 2016 by size group**



**Figure 14: Size of the average donation to median NGO by size group (2016)**



### Indicator: Cost of fundraising

Eliciting donations comes at a cost. Most Australian development NGOs spend money on fundraising.<sup>16</sup> Fundraising is an essential element of NGO work, although spending heavily on fundraising is something that appears to be disapproved of by donor publics (Rutley & Stephens 2017).

Figure 15 shows the mean fundraising spend as a share of total spending for all ACFID member NGOs, as well as fundraising for the median NGO. Means and medians are similar, although mean values are somewhat higher. Research looking at longer time periods for a smaller group of NGOs suggests that the share of spending devoted to fundraising by Australian development NGOs is increasing (Wilson et al. 2015). However, for the years that we have data the trend is very, very slight at best. Fundraising does not consume a large share of the spending of the typical Australian development NGO, and if fundraising is laying claim to an increasing share of spending, this increase is barely perceptible across the years from 2013 to 2016.

**Figure 15: Percentage of total spending devoted to fundraising**

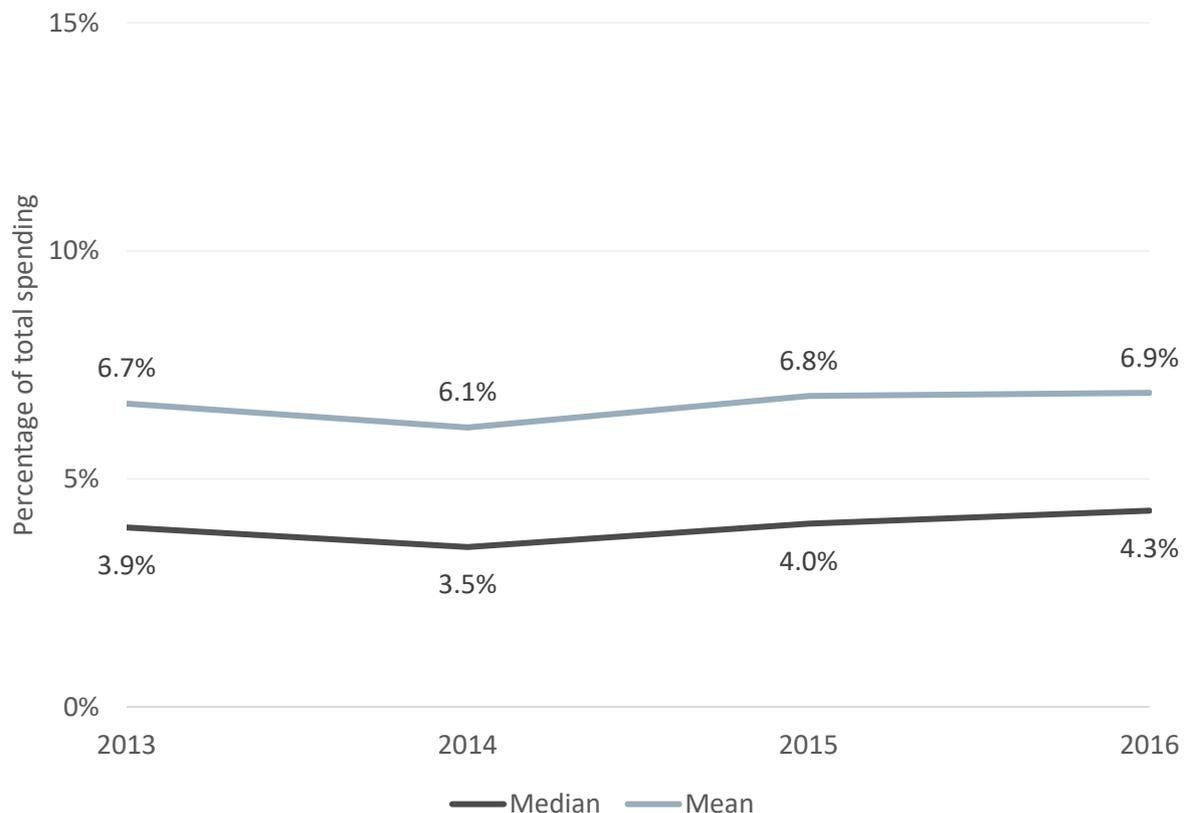
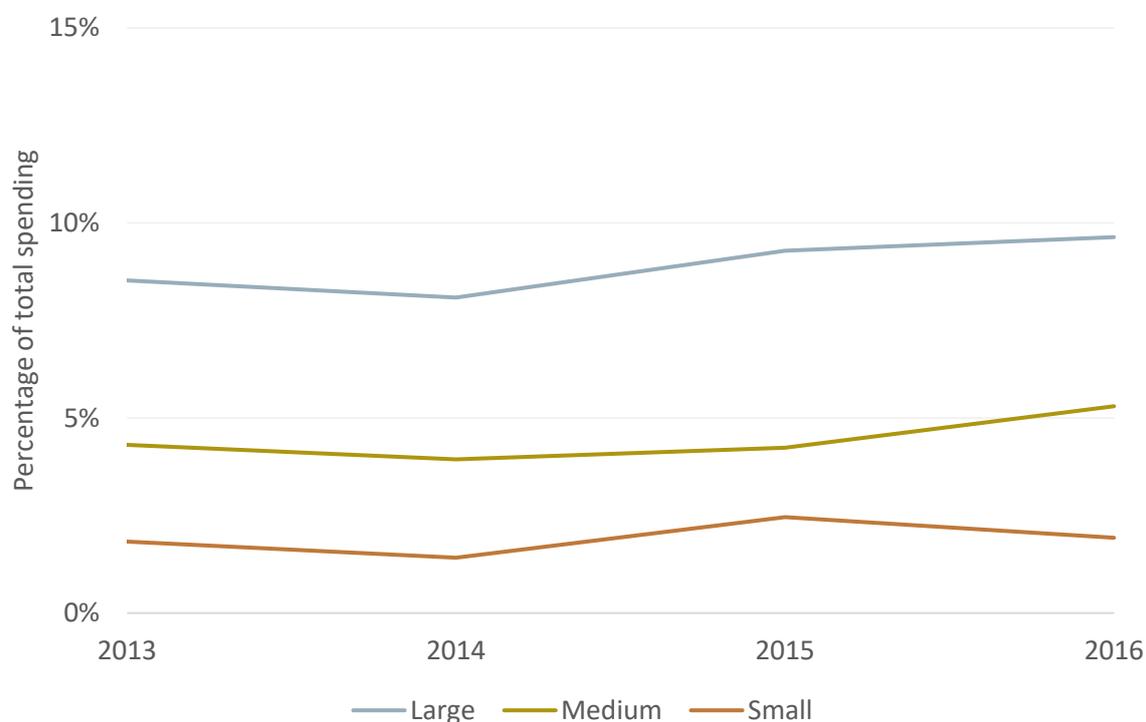


Figure 16 shows the percentage of total spending devoted to fundraising for the median NGO in each of the different size groups. The share of spending devoted to fundraising is considerably higher amongst larger NGOs than it is amongst small NGOs. This is understandable when one considers that large NGOs rely on large professional fundraising teams, while smaller NGOs are often better able to

<sup>16</sup> By fundraising in this section, we are referring to fundraising designed to elicit funds from the public. Some organisations also devote resources to raising funds from government or multilateral sources. This type of fundraising is excluded from our analysis; we have data on it though. In practice, it is only a very small share of organisational spending for the small number of organisations that spend in this way. If government and multilateral fundraising was added into these charts they would not change appreciably.

take advantage of personal networks for their fundraising efforts. Personal networks bring in fewer donors but, as we showed above, they also bring larger donations, in most instances.

**Figure 16: Percentage spending on fundraising for different sized NGOs (medians)**

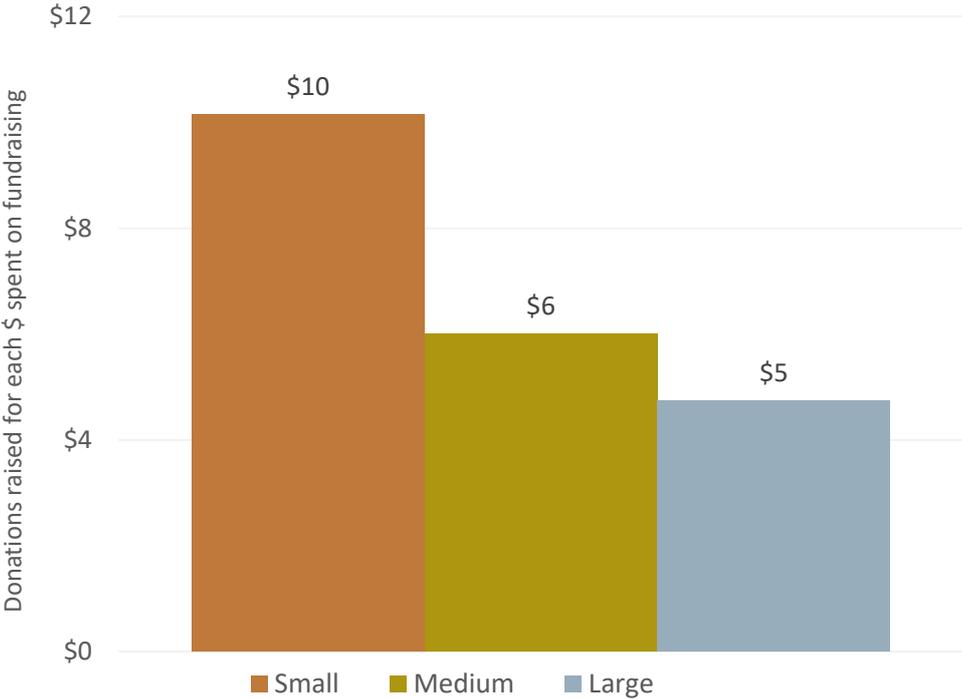


Another measure of interest when discussing fundraising is its yield. That is, the number of dollars that organisations elicit in donations for each dollar spent on fundraising. Yield, for the median organisation in each size group, for the year 2016 is shown in Figure 17. By the standards of NFP fundraising (including for domestic organisations), the yields for each size group appear fairly good.<sup>17</sup> At this point in time, there is no evidence the typical Australian development NGO suffers from inefficient fundraising.

In line with previous charts, the fundraising yield for small NGOs is much better than that for medium and large NGOs. Once again, this probably reflects the fact that many small NGOs do not have to make use of large professional fundraising teams but can, instead, draw from informal networks of donors. Networks of this kind appear, from the charts above, to deliver larger donations at a lower cost, which translates into a higher yield. Such networks, it should be noted, probably do not scale. It would be unrealistic to expect the typical large organisation to easily adopt the same approach. However, we did encounter at least one example of a larger church-based NGO that appeared able to fundraise very effectively through church networks. And it is possible that larger organisations may be able to more readily emulate a network approach to funding in the future in a world of internet-based communications.

<sup>17</sup> Specifically, Ryan and Irvine (2012, p. 180) review literature based on a slightly different measure. When we converted yield to this measure, the averages of each size group compared favourably to the recommendations from the literature they cited.

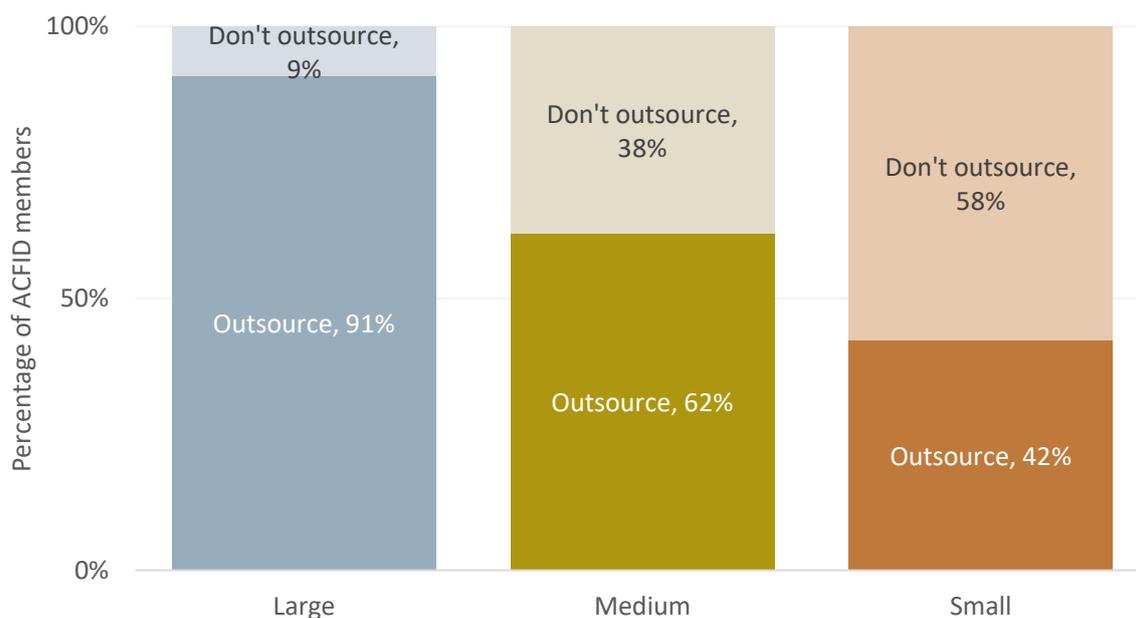
Figure 17: Yield for median NGO in different size groups (2016)



One issue that is sometimes raised in discussions of fundraising is the outsourcing of fundraising to commercial third parties. There have been some examples of commercial fundraisers using questionable tactics to get donors to commit to regular ongoing donations. This can seriously affect public goodwill and not only the charity’s reputation, but the sectors. Figure 18 draws on 2015 Code of Conduct reporting data and shows the percentage of ACFID members by size group that use third-party fundraisers.

As can be seen, the practice is very common, particularly amongst larger NGOs. This does not necessarily mean that fundraising practices are an issue, although it highlights a potential issue that the sector should continue to watch.

**Figure 18: Use of third-party fundraisers (2015)**



**Indicator: Geography and demography of donors**

Through data provided to the ACFID Electorate Snapshot Survey we are able to obtain some sense of where donors are most common. Electorate Snapshot data comes from larger ACFID NGOs only. As a result, it will understate donor numbers somewhat. However, we can think of no reason why this limitation will bias relative comparisons between different parts of Australia. The data we have to work with is imperfect, but as an approximation of the geography of giving they provide a helpful start. Figure 19 shows comparisons of the percentage of the adult population of each state or territory, broken down into rural and urban areas, that gave to NGOs in 2015.<sup>18</sup>

In almost every state the share of the urban population who gave to NGOs is higher than the share of the rural population. The only exception to this is South Australia and here the exception may be an artefact of difficulties in determining whether areas on Adelaide’s periphery are properly considered rural or not.

There is also considerable variation between different parts of Australia. The proportion of the population in the Australian Capital Territory who donate to NGOs is nearly three times that in the Northern Territory. Financial support of Australian development NGOs is not evenly sourced from around Australia.

<sup>18</sup> Because the data used in this chart came from electorate level figures (from the Electorate Snapshot Survey) percentages were calculated as donors/registered voters in each electorate, with registered voters being the most readily available electorate-level approximation of electorates’ adult populations. Registration on the electoral roll is compulsory for all Australian residents eligible to vote and aged over 18. As a measure, the number of registered voters is similar to, but slightly less than, the total population aged 18 and over. This small difference explains why donor percentages are slightly higher in this chart than in the previous chart that presented national totals.

**Figure 19: Percentage of states' rural and urban populations who donated (2015)**

Research by the Development Policy Centre has attempted to find explanations for the variation in donations between different parts of Australia (Wood et al. 2016b). This work has involved electorate-level donation data and regressions to identify the correlates of differences in donation levels. The key findings of the work have been that, allowing for other factors, a higher share of the population donates in:

- Electorates with older populations
- Electorates with wealthier populations
- Electorates with more people who have a university education
- Electorates with more Green party supporters and more Coalition supporters.

Surprisingly, the regression results also showed that donors were less common in electorates where a higher proportion of the population was religious. It may be that this was the case because religious people give via other means (such as tithes) or focus on domestic charity. Interestingly, research on government aid has also shown religious Australians to be less favourable to aid than secular Australians are. However, this finding was driven by nominally religious Australians, and regular attendees of religious services were actually more favourable of government aid than other groups (Wood 2015). Possibly more detailed data on development NGO donations would reveal similar patterns.

#### **Indicator: Diversity of funding sources**

For many NGOs donations from the public are not the only source of funding. Figure 20 draws on data on from the ACFID Statistical Survey to compare where funding comes from for the mean NGO in each size group.

Unfortunately, data only exists for the most recent four years. Analysis of trends over the four years shows an almost complete absence of change. There is, as Figure 20 shows, some difference between the different size groups.

In all groups, the average organisation receives more than half of its revenue from public donations. However, large NGOs receive somewhat less funding from this source, and somewhat more from the Department of Foreign Affairs and Trade (DFAT). Larger organisations also tend to receive more from overseas.

Although there are downsides to being dependent on public donations – most notably fundraising costs – as we have already discussed, most development NGOs are quite efficient fundraisers, and public donations have been increasing. Also, for most NGOs, particularly larger ones, public donations come from many different donors. This fact comes with a lower degree of exposure to the type of risk associated with being too dependent on any one donor. Reflecting this point, our own testing showed that, of the different revenue sources that individual NGOs have, overall funding from public donations was marginally less volatile than government funding.<sup>19</sup> At the same time, institutional donors, particularly DFAT, provide valuable resources for NGOs and in the Australian case have generally proven to be quite stable partners. For these reasons the funding portfolios of the average Australian aid NGO appear, at this point in time, to contain a healthy diversity and a healthy mix of funding sources.

**Figure 20: Funding sources for ACFID NGOs (2016)**

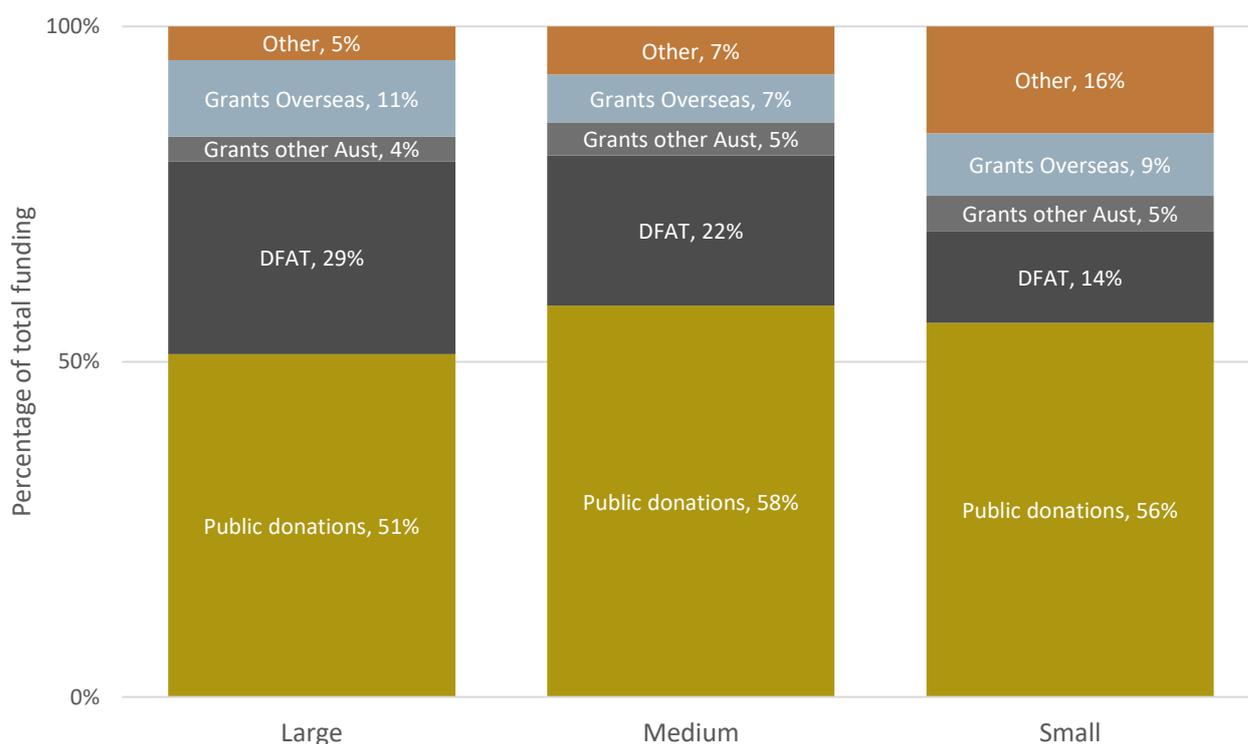
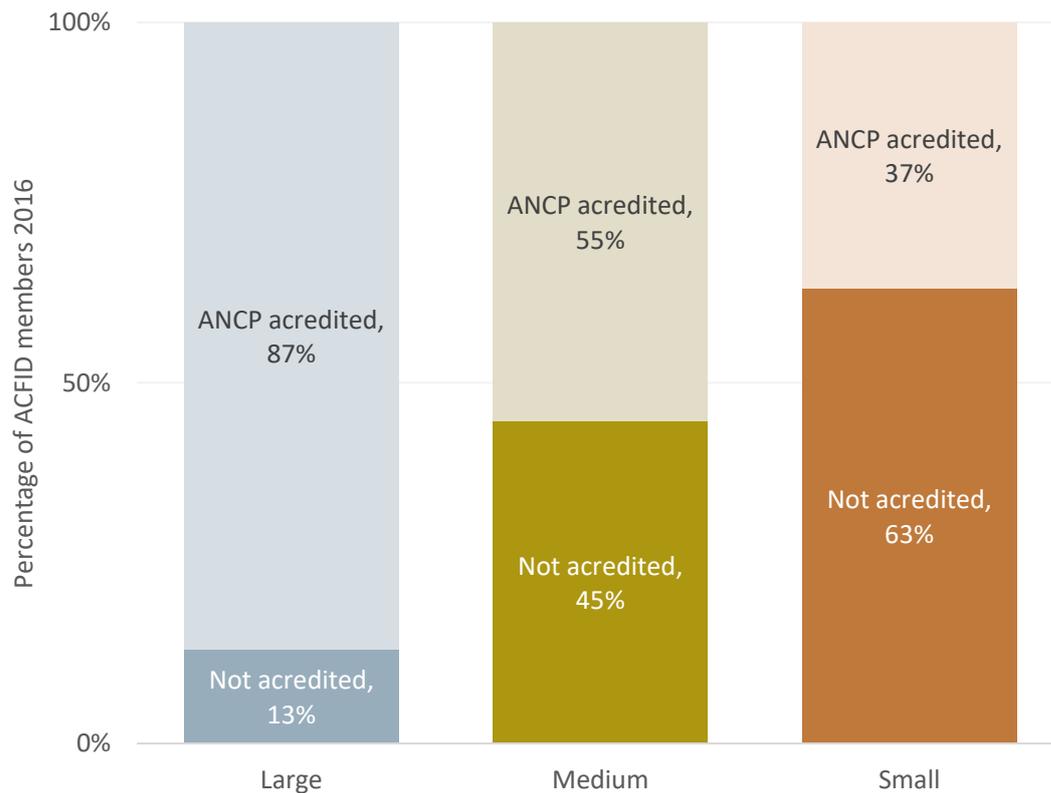


Figure 21 is based on ACFID Statistical Survey data from 2016 and looks at another aspect of NGO funding. It shows accreditation with the Australian NGO Cooperation Program (ANCP) run by DFAT. The ANCP is an important part of the partnership between the Australian government and Australian development NGOs. The ANCP stands as evidence of the Australian government’s support of

<sup>19</sup> Specifically, we looked at the coefficient of variation for different funding sources for individual NGOs from 2013–16.

development NGOs. Through it the government matches funding that accredited NGOs raise through donations from the public. The ANCP is discussed in more detail later in the report (with particular attention paid to changes over time and different ANCP funding categories). For now, Figure 21 provides a basic picture of the share of ACFID members of different sizes that draw on ANCP funding. As can be seen, larger organisations are much more likely to make use of the ANCP scheme than smaller organisations. This reflects the institutional capacity of larger organisations and their ability to meet scheme requirements. It also reflects the larger benefits the scheme offers larger organisations based on their higher absolute revenue from public donations.

**Figure 21: Accreditation with the ANCP (2016)**



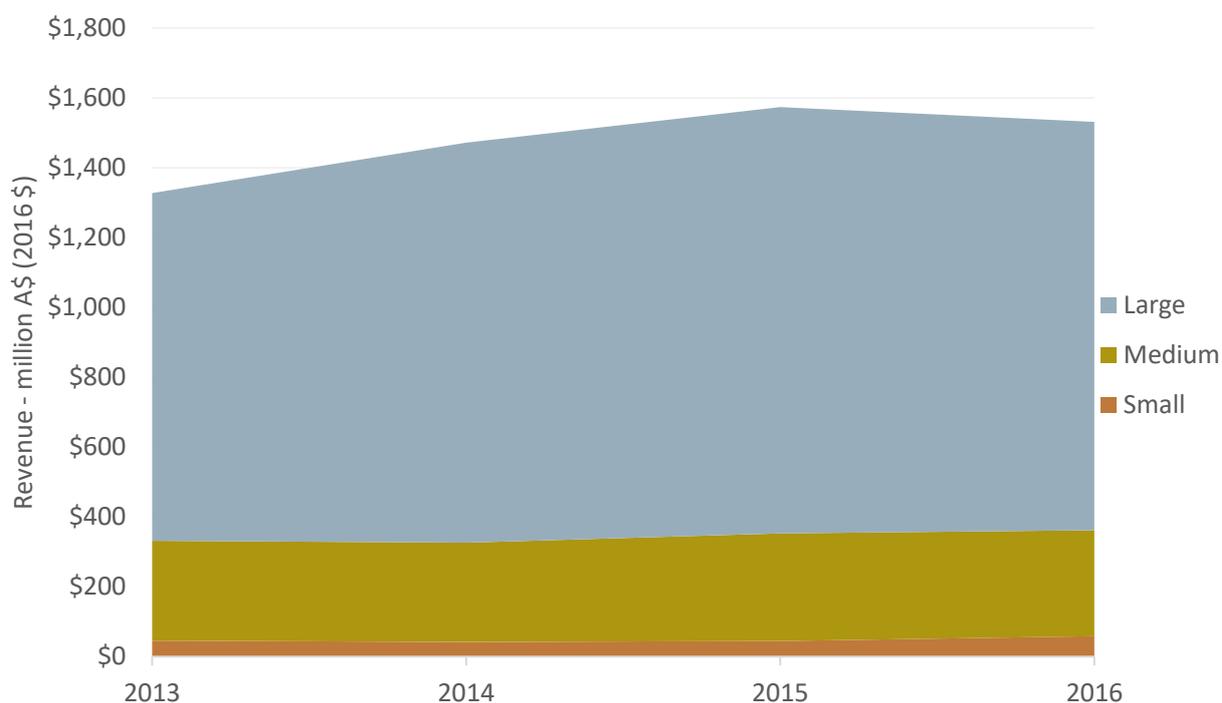
#### **Indicator: Revenue change for individual organisations**

Earlier in the report we showed trends in total revenue for all development NGOs. Such overall aggregate information need not necessarily be present for all individual NGOs or even broad groups of NGOs.

Figure 22 shows total inflation-adjusted revenue for the last four years for ACFID member NGOs, broken down by size group.<sup>20</sup> The figure shows both how much larger NGOs dominate overall revenue trends, and how growth in their revenue drove overall revenue growth for the sector from 2013 until 2016, while a fall in revenue for these organisations saw revenue fall slightly from 2015 to 2016.

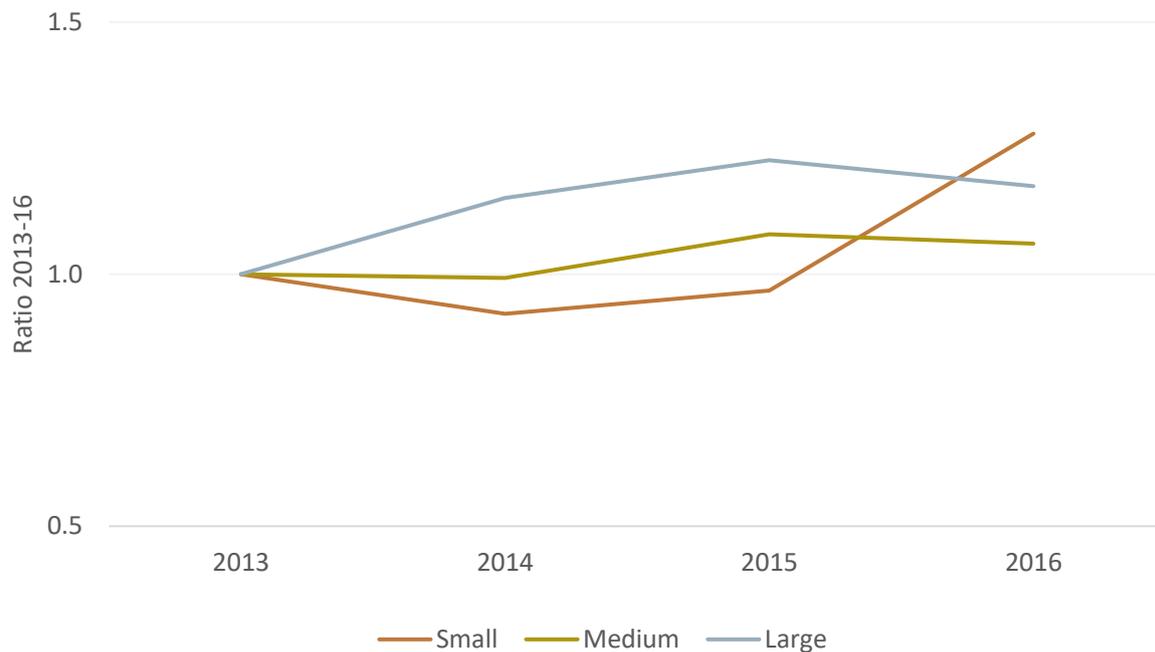
<sup>20</sup> To ensure that apparent trends were not simply a product of inconsistent reporting, or of organisations joining or leaving ACFID, the data in the chart comes only from organisations that provided ACFID with data for all four years for which we have data. Also, a small number of organisations were excluded as a product of them appearing to have provided erroneous data.

**Figure 22: Total revenue by NGO size group (2016)**



One drawback of Figure 22 is that the size of large NGOs’ revenue is such that it drowns out changes in revenue in medium and smaller NGOs. Figure 23 overcomes this limitation by showing revenue for each group for each year as a ratio of the revenue that all NGOs in that group earned in 2013. Once again, data is inflation-adjusted. Values greater than one mean that the NGO size group in question had a greater collective revenue in that year than it did in 2013. Values less than one indicate less revenue than in 2013.

No group saw revenue ratios change by more than 0.3; the years in question were not ones of radical change for the groups as a whole. As can be seen in Figure 23, as a group, large NGOs’ revenue rose until 2015 before falling slightly. The pattern for medium sized NGOs involves growth between 2014 and 2015 accompanied by two years where revenue fell very slightly. As a group, the revenue of small NGOs fell from 2013 and 2014 before growing slightly in the next year, and then increasing rapidly. Further analysis shows that the decrease in total large NGO revenue from 2015 to 2016 appears to have been driven by fewer public donations for humanitarian disasters in 2016. This fall did not, it should be noted, affect all large organisations equally; some continued to see their revenue grow between 2015 and 2016. The changes for small NGOs as a group appear to have been driven by the beginning or ending of large grants for a few organisations.

**Figure 23: Total revenue by NGO size group as a ratio of revenue (2013)**

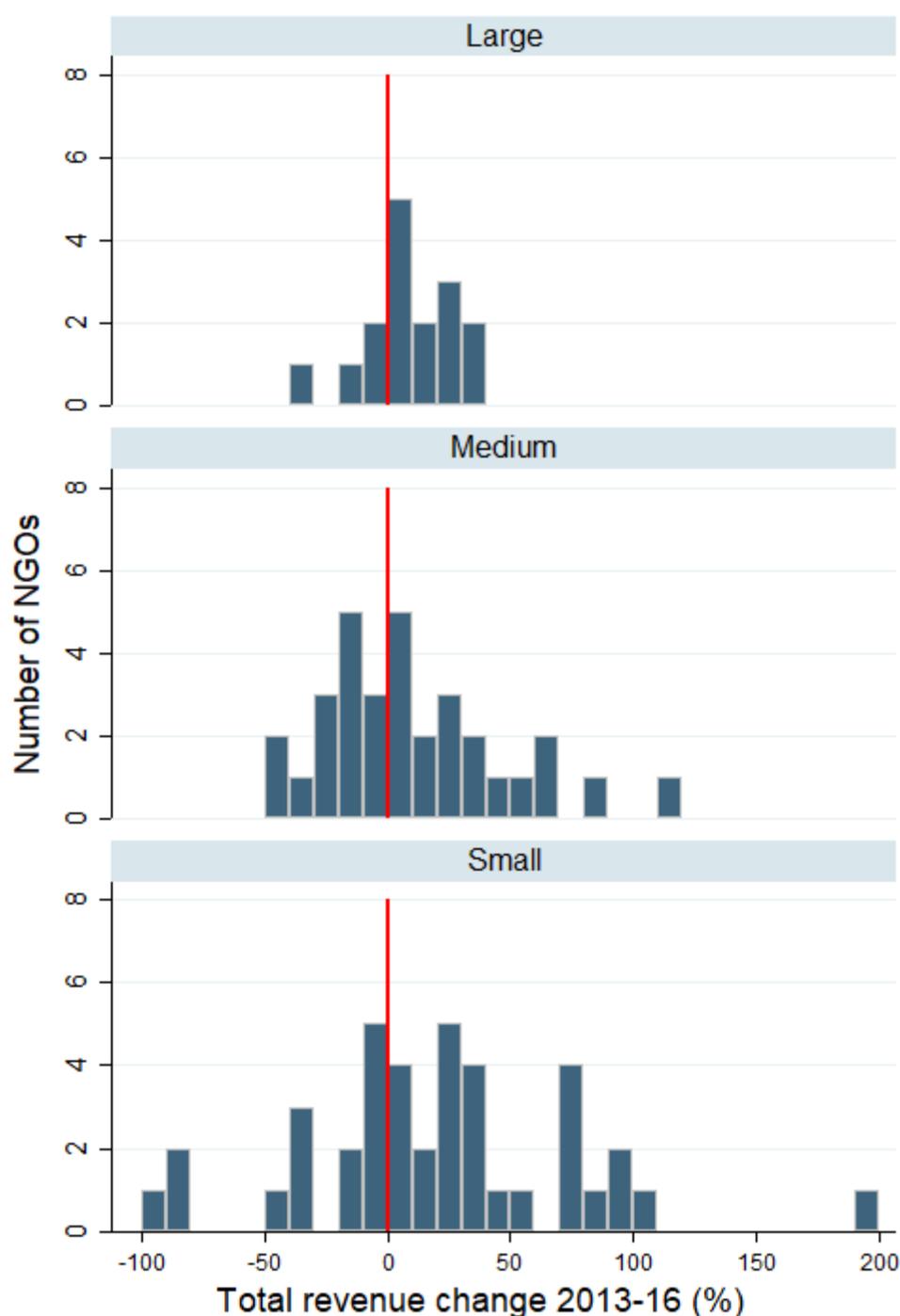
Even trends for size groups hide variation amongst development NGOs. Figure 24 offers the most fine-grained picture of revenue changes. It is a histogram, broken down by NGO size groups, that shows change in (inflation-adjusted) revenue (from all sources) between 2013 and 2016. The x-axis plots the percentage change in revenue. (An NGO that saw its revenue grow by 100% would have seen its revenue double over the years in question. An NGO that saw its revenue fall by 100% would have seen its revenue collapse to zero.) The y-axis of the chart shows the number of NGOs that whose revenue changed by the amount indicated on the x-axis.<sup>21</sup>

All three size groups contain both development NGOs whose revenue grew, and development NGOs whose revenue fell. However, there are clear differences. Three times as many large NGOs saw their revenue grow than saw it fall, while just over twice as many small NGOs saw their revenue grow than saw it fall. The balance was closer amongst medium NGOs (18 grew, 14 fell). There was also much more variation in the fortunes of smaller NGOs. Many saw their revenue either fall substantially or grow significantly in percentage terms. This is clearly different from large NGOs, where there were no organisations whose revenue changed by more than 50%.

The ultimate picture that emerges from this disaggregated analysis is one of very different fortunes for individual development NGOs. For many, the years since 2013 have been years of growth. But other organisations have seen their revenue fall sharply over the same time.

<sup>21</sup> Data is limited to those ACFID members who provided data for all four years. In a small number of instances, organisations were removed from the dataset when revenue values appeared to be erroneous.

Figure 24: Percentage change in inflation-adjusted revenue (2013–16)



**Indicator: Number of years since 2014 that organisations have run deficits**

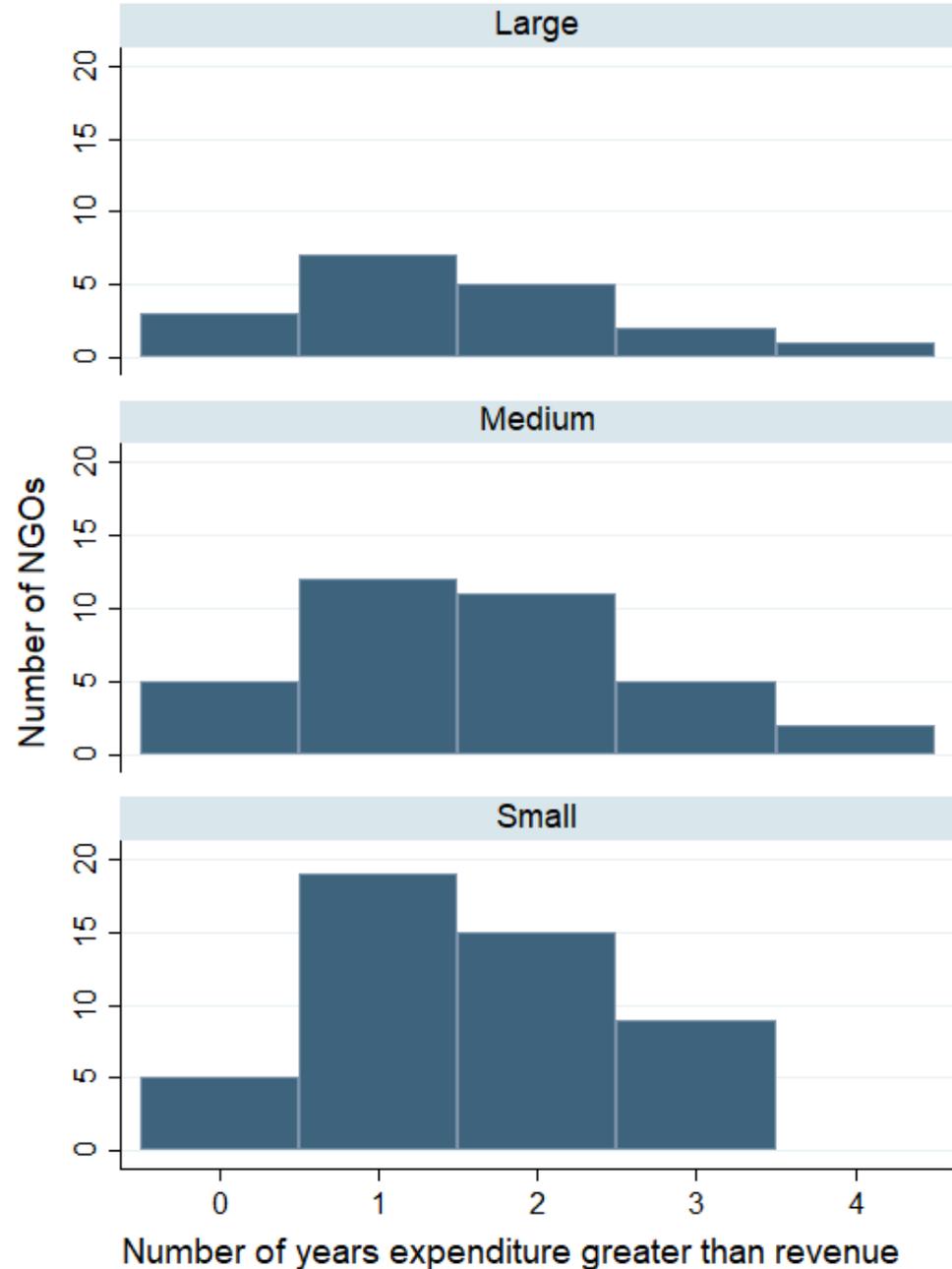
One final financial area of importance is the extent to which NGOs are spending more than they are earning in revenue. While it is sensible for NGOs to spend more than they earn in individual years as a means of preventing funding fluctuations from unduly affecting work in the field, any organisation that persistently overspends runs the risk of rapidly depleting capital.

Figure 25 is a histogram that shows on its x-axis the number of individual years (over the period from 2013 to 2016) that organisations had expenses greater than their revenue. Because the period in question is four years, values on the x-axis range from zero (organisations that never spent more than

they earned) to four (organisations that spent more than they earned in all four years). The y-axis shows, for each size group, the number of development NGOs that overspent for the number of years in question.

The overall picture is a healthy one. In all size groups the most common situation was overspending in only one year, and almost all development NGOs overspent in only two or fewer years. Across all size groups, only three organisations overspent in all four years; 13 organisations did not spend more than their total revenue in any years.

Figure 25: Number of years in which spending exceeded revenue

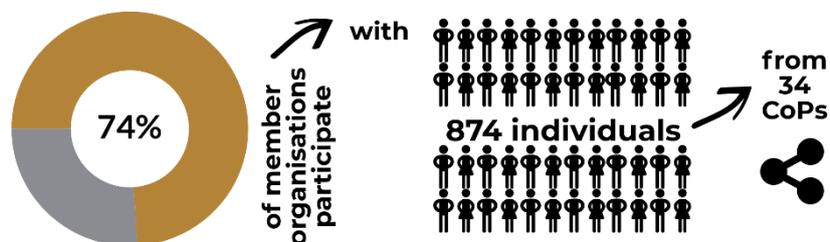


Characteristic: Is innovating, learning, adapting and evolving in response to achievements, lessons learned, changes in context

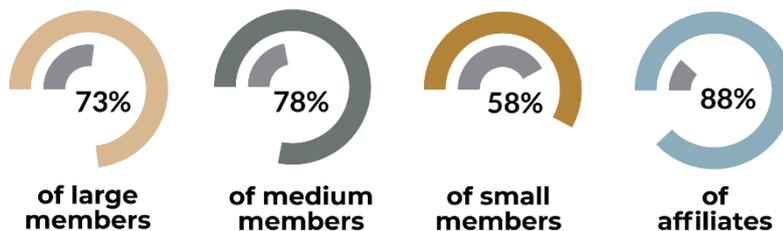
**Indicator: Number of agencies participating/collaborating in Communities of Practice**

ACFID’s Communities of Practice (CoPs) are a significant form of collaboration both within and external to the ACFID membership. They are held together by a common interest in a topic and are driven by a desire to solve problems together and develop a body of knowledge. The infographic below provides a detailed picture of engagement through the CoPs from 2016. Organisations of all sizes engaged through the CoPs and engagement was not just limited to ACFID members. There are currently 34 established CoPs, though not all of them are active all of the time. Activity within the CoPs depends on a multitude of facets, including the time availability of members and strategic need.

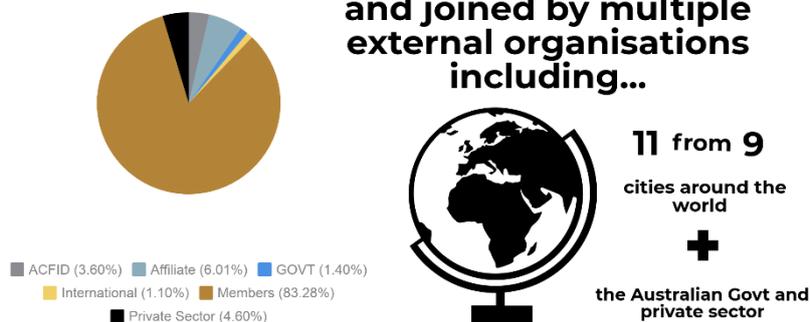
## ACFID Communities of Practice



with participation from



and joined by multiple external organisations including...

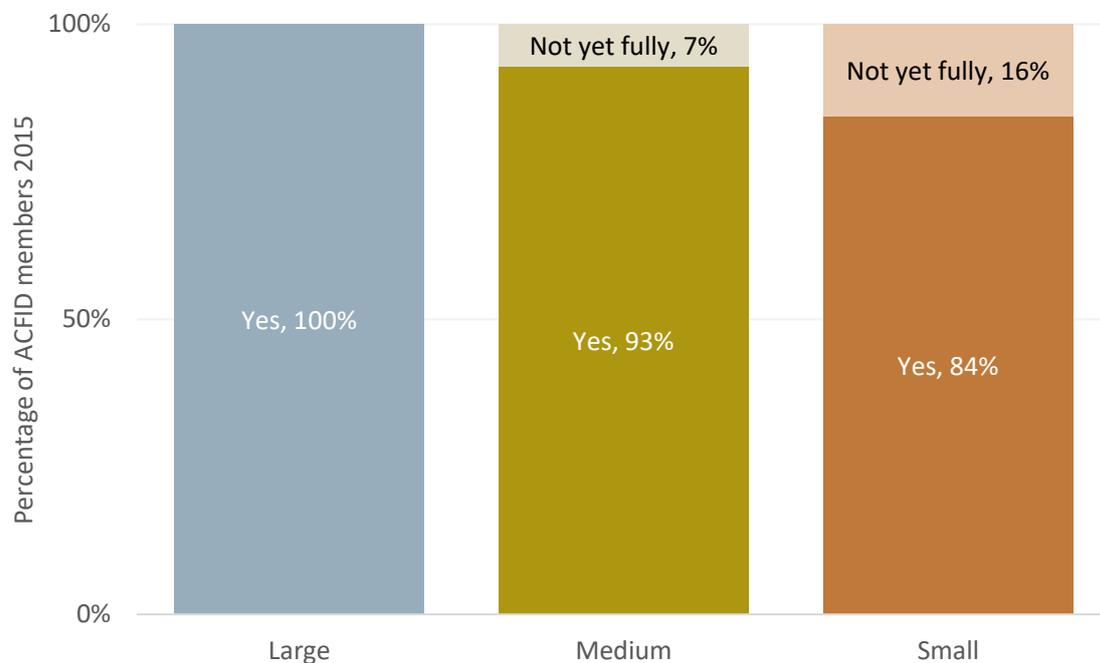


**Indicator: Monitoring, evaluation and learning**

Learning from experience is a crucial aspect of successful aid work. The chances of success are greatly enhanced if development NGOs have monitoring and evaluation systems in place, and if they are learning through them. A section of the ACFID Code of Conduct covers monitoring, evaluation and learning. ACFID members’ self-reported progress against this aspect of the Code of Conduct in 2015 provided a measure of activity in this area. The data is not perfect, but it does provide a gauge of the extent to which organisations are undertaking some degree of monitoring and evaluation.

Figure 26 is based on Code of Conduct data and shows the percentage of organisations that stated that they have monitoring, evaluation and learning systems in place, and the percentage that stated that they were still working to improve in this area. As can be seen, all large ACFID members stated that they have these systems in place. Even amongst small development NGOs, having such systems is the norm – exceptions are rare.

**Figure 26: Monitoring, Evaluation and Learning amongst ACFID members (2015)**



Undertaking evaluations is crucial and it is encouraging to see that most ACFID members claim to be doing this. The benefits of evaluations can be enhanced if development NGOs place evaluations on their websites. Not only does this serve as a form of transparency, but it also increases the learning opportunities that come from evaluations. Other organisations working in the same country or sector can learn from published evaluations, and published evaluations can serve as a resource that informs interested members of the public about the complexities of aid. There may be a small number of instances where protecting the identity of people and communities render it impossible to place evaluations online, but such circumstances are rare.

At present, Australian development NGOs (including ACFID members) do not systematically provide data on the publication of evaluations. Because of this, we searched for evaluations on a sample of

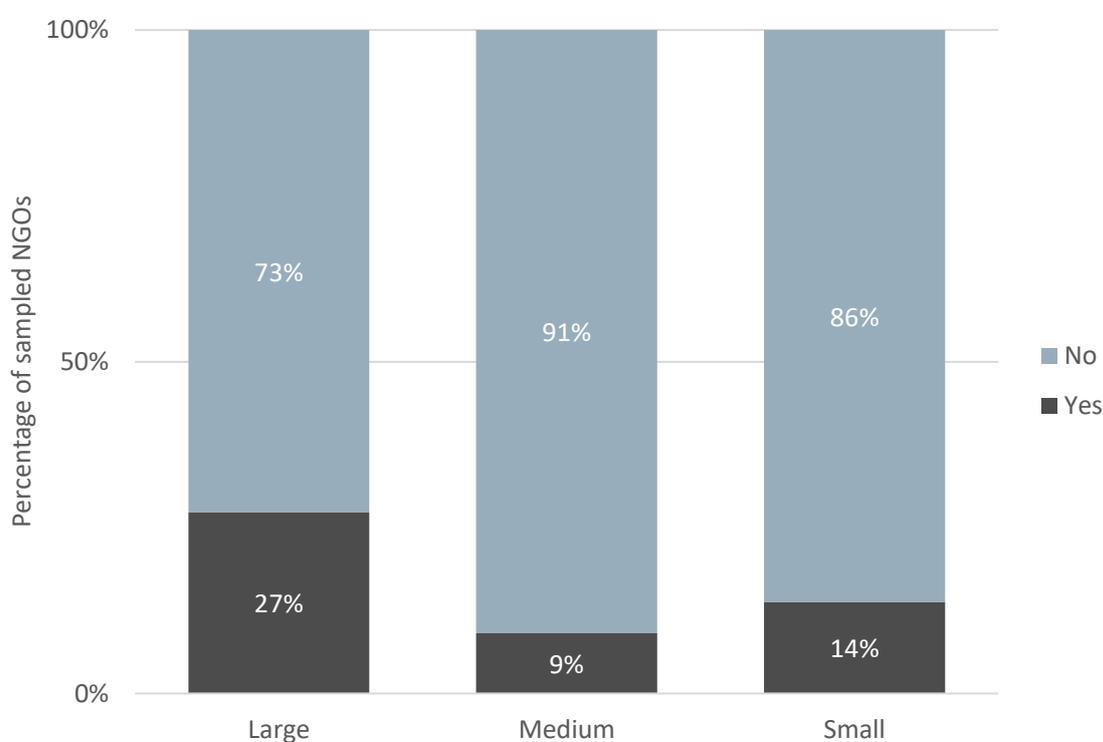
ACFID member organisations’ websites.<sup>22</sup> Figure 27 shows the percentage of organisations that published numerous evaluations on their websites.<sup>23</sup>

As the figure shows, few organisations make a significant number of evaluations available online. Larger organisations were somewhat more likely to make evaluations available.

Some organisations did not regularly publish many of their evaluations online but occasionally made evaluations available. Figure 28 shows the percentage of sampled NGOs that either published numerous evaluations or, if they did not publish numerous evaluations, at least published some evaluations online. Performance improves quite a lot when assessed against these less rigorous criteria, although many organisations still fall into the ‘no evaluations available’ category.

In some instances, other NGOs mentioned evaluations, typically in their annual reports. However, mentions were usually brief and insufficient to convey in-depth learnings.

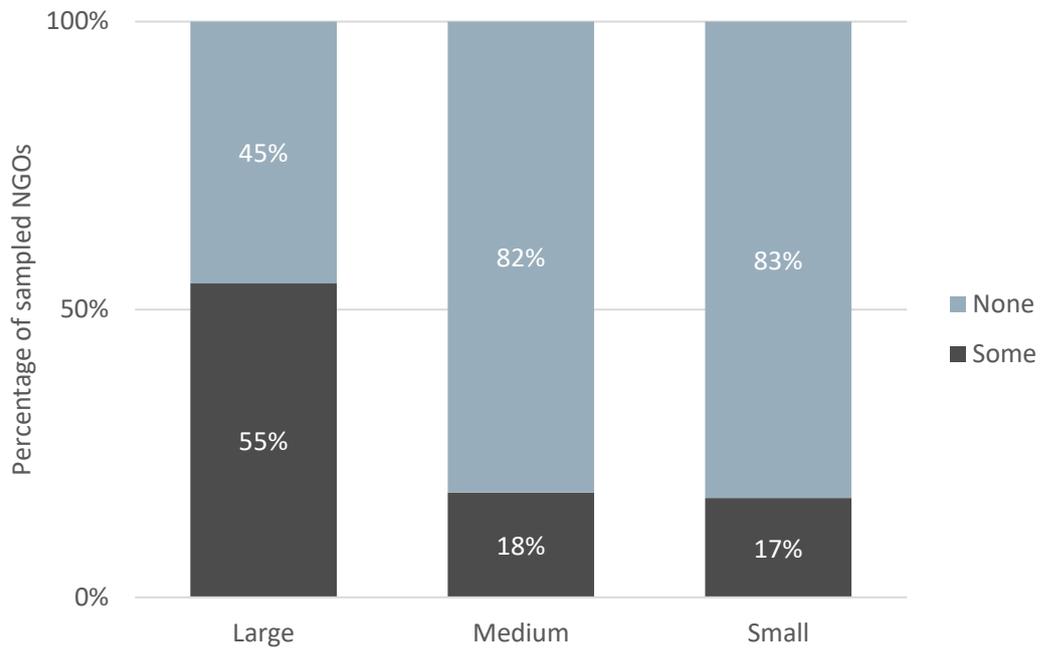
**Figure 27: Share of organisations who published numerous evaluations online (by size group)**



<sup>22</sup> We searched the websites of 62 ACFID members. Although the size of this sample was quite small, it was large compared to the overall population of interest (49% of all members). This meant that finite population corrections are appropriate, and that the standard errors of all estimates were small. As a consequence, uncertainty around our estimates is small. Sampling was conducted on 3 January 2018. To search for evaluations, we first tried to find them using website menus. We then used websites’ own search functions to search for the term ‘evaluation’. This was followed by a Google site search for the term ‘evaluation’.

<sup>23</sup> In practice, ‘numerous’ meant a high proportion of our estimate of the total number of projects in which an NGO operated. Some small organisations only have one or two projects in operation at any particular point in time. For organisations this small, one or two evaluations online were sufficient to have them scored as ‘numerous’. To be classified as ‘numerous’, evaluations also had to either have a dedicated location (a page or sub-page) or be situated in some other manner that made them easy to find.

**Figure 28: Share of organisations who published any evaluations online (by size group)**



### **Characteristic: Is working collaboratively both within and outside the sector**

One important way in which aid and development NGOs work collaboratively is through their membership of ACFID. Because we have already detailed the percentage of development NGOs that are ACFID members, we do not return to this form of collaboration here. Rather, we look at specific manifestations of collaboration.

### **Indicator: Participation in learning events**

The infographic below shows participation in learning events and conferences. Whilst this information does not capture a multitude of other learning events that would take place, it does demonstrate a learning culture within the sector.

Conferences are an important means for learning and sharing of information. There are three significant conferences within the sector each year. They are:

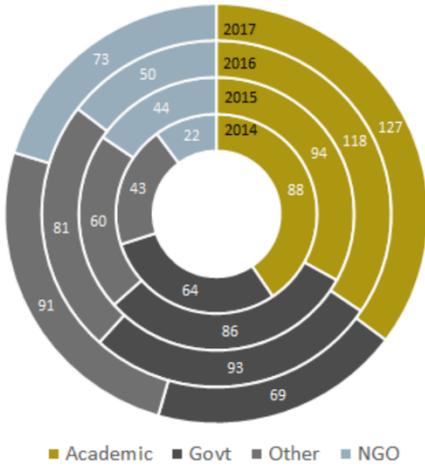
- Development Policy Centre Australasian Aid Conference
- ACFID National Conference
- Research for Development Impact (RDI) Network Conference.

The data displays participation by year and type and shows that:

- All three conferences are growing (which is a likely indicative of quality)
- NGO participation is growing in all of the conferences
- The conferences all involve a range of participants from NGOs, government departments and academia, contributing to the potential for knowledge sharing.

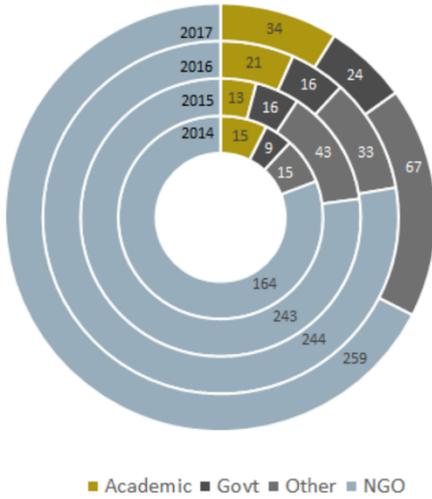
# PARTICIPATION IN LEARNING EVENTS

Development Policy Conference



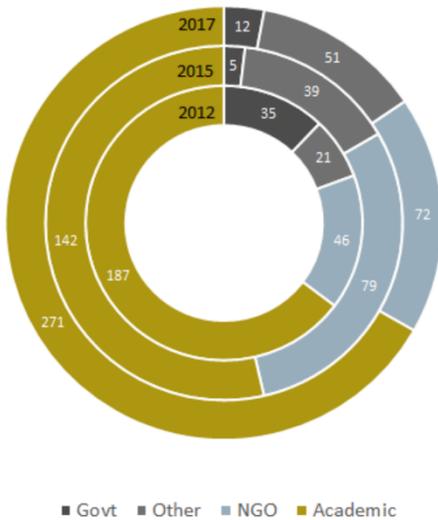
WITH 1203 PARTICIPANTS

ACFID Conference



WITH 1216 PARTICIPANTS

RDI Network Conference



WITH 960 PARTICIPANTS

IN 16/17 ACFID SUPPORTED...

7 WORK SHOPS

4 E-LEARNING MODULES

8 DFAT WEBINARS

WHICH REACHED 1167 PARTICIPANTS

IN 16/17 RDI NETWORK SUPPORTED

3 WORK SHOPS

7 NETWORKING EVENTS

11 SEMINARS

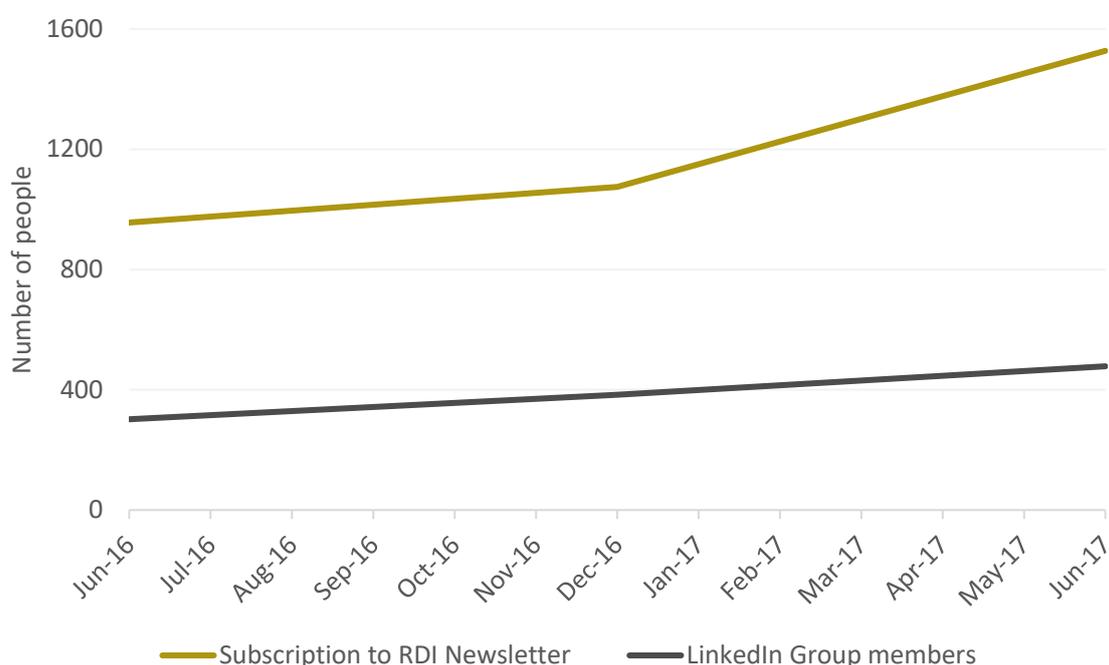
WHICH REACHED 1034 PARTICIPANTS

**Indicator: Level and type of engagement with RDI Network**

The RDI Network is a network of practitioners, researchers and evaluators working in international development. The Network exists to foster collaboration between Australian universities and NGOs in order to promote high quality and ethical development research, translated as evidence and applied to effective policy and practice.

Whilst the RDI Network organises multiple learning events (as seen in the previous infographic), it also engages through its monthly newsletter and via its LinkedIn group. Figure 29 shows subscription rates to these over FY16/17.

**Figure 29: Subscription rates to RDI newsletter and LinkedIn Group over (FY 2016–17)**



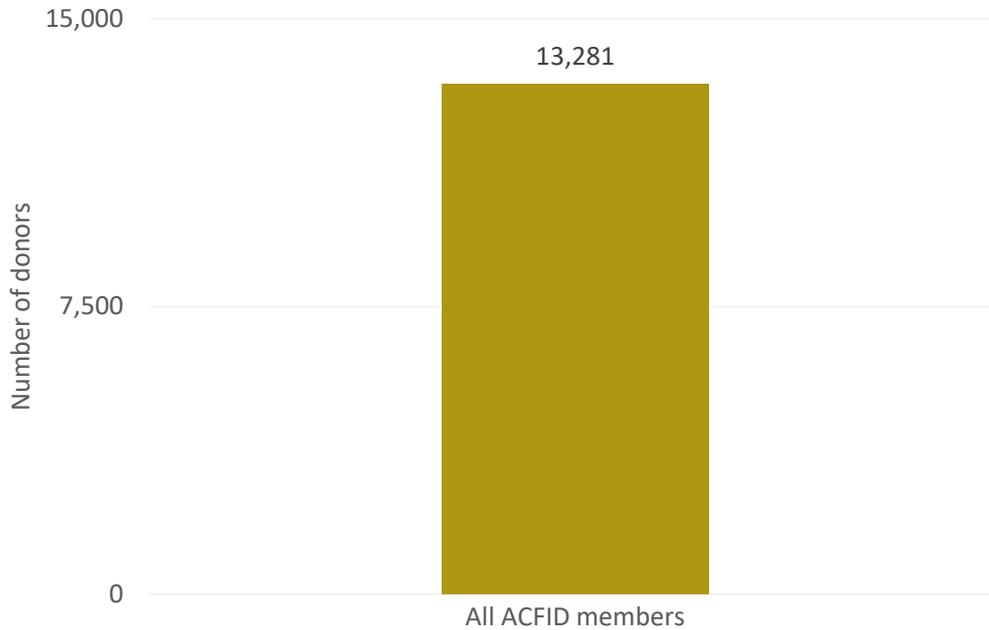
**Indicator: Engagement with private sector**

Figure 30 shows the total number of corporate and private sector donors to all ACFID members in 2016. The Australian Bureau of Statistics estimates that there were 2.17 million actively trading businesses in Australia in 2016. Based on this figure, we estimate that about 0.6% of businesses donated to ACFID member NGOs in 2016.<sup>24</sup> This is much lower than the percentage of the adult Australian population who donated in 2016 (reported on previously). It is true that many of the Australian businesses counted by the Australian Bureau of Statistics would not have been in a position to donate. (Many businesses are very small: if we assume that only businesses with revenues above \$50,000 could donate, the percentage that donated would be almost 1%.) Also, many business owners may donate as individuals and their donations will not be reflected as donations from businesses in ACFID member data.

<sup>24</sup> This estimate is based on the unavoidable assumption that all recorded corporate donations are from Australian organisations. A small number of corporate donors will be from overseas, meaning that this number is, if anything, a slight overestimate.

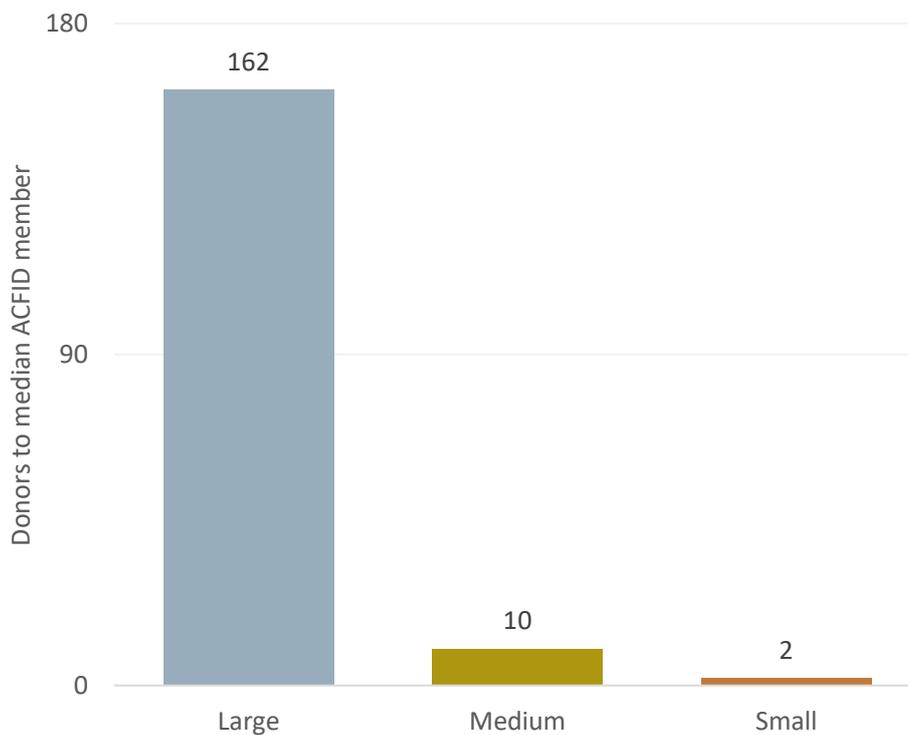
Even taking these factors into account though, it still appears as if private sector donors are under-represented. Possibly, businesses are groups who could be more actively engaged with as Australian development NGOs seek donors.

**Figure 30: Total number of private sector donors to ACFID members (2016)**



Larger NGOs tend, on average to have more business donors. Figure 31 shows the number of business donors to the median NGO in each size group in 2016.

**Figure 31: Number of private sector donors to median ACFID member in each size group (2016)**



While donation data is useful, reporting on the number of private sector firms donating to development NGOs only captures one aspect of private sector engagement. There are other ways that NGOs interact with Australia's private sector. To learn more about private sector engagement ACFID conducted a Private Sector Engagement Survey in 2014. The findings of the survey indicated more intensive engagement than might be inferred on the basis of donations alone.

#### **Extent and nature of existing engagement**

- There are extensive partnerships between development NGOs and the private sector. Although larger NGOs may have more private sector donors on average, overall engagement with the private sector appears to be fairly equally spread across NGO size groups.
- NGOs found private sector engagement easier to facilitate with Australian companies.
- Partnerships are most common for health, education and agriculture projects.
- Partnerships are formed by both NGOs and private sector organisations taking the initiative.

#### **Facilitating further and more effective engagement**

- There is potential for more partnerships that focus on shifting business practices and building shared value.
- There is potential to capitalise on synergies between private sector organisations and specific areas of development.
- There is a need to build private sector actors' interest in, and understanding of, development.
- There is a need to build skills and understanding within NGOs of how they can engage with private sector organisations.

# ACFID 2014 PRIVATE SECTOR SURVEY



**50%**  
of members responded



forming 164 partnerships!

Shared equally amongst



164 organisations



**TOP 6** Projects worked on



Health



Agriculture



Education



Water and Sanitation



Access to Financial Services



Humanitarian

Industry partner is in **TOP 6**

Medical Services



Financial Services



Food



Agricultural



Engineering



Extractives



Types of partnerships

	Leveraging financial resources	Leveraging financing and expertise	Shared value projects	
	<b>TYPE 1</b>	<b>TYPE 2</b>	<b>TYPE 3</b>	<b>TYPE 4</b>
	Private Sector Funder	Private Sector Funder	Private Sector Contractor	Private Sector Receives Advice
	NGO Receives Funds	NGO Contractor	NGO receives advice, goods, services	NGO Advocates
	<ul style="list-style-type: none"> <li>Private sector provides financial resources to an NGO for project</li> <li>Private sector <b>not involved</b> with project development or implementation</li> </ul>	<ul style="list-style-type: none"> <li>Private sector provides financial resources to an NGO for project</li> <li>Private sector <b>inputs</b> into project development or implementation</li> </ul>	<ul style="list-style-type: none"> <li>Private sector provides advice or goods or goods and services either at market rates, reduced rates or free</li> <li>These support NGO to develop / implement programs or to improve their organisational capacity</li> </ul>	<ul style="list-style-type: none"> <li>Private sector engages with an NGO to increase corporate understanding of the implications of their business decisions and <b>how practice can be shifted</b> to improve development impacts</li> </ul>
	<p><b>For example...</b> A company entrusts an NGO with funds to implement a development project with their sponsorship</p>	<p><b>For example...</b> A company works with an NGO to fund a WASH program in a community where they work</p>	<p><b>For example...</b> A company works with an NGO to provide engineering services for a community water project</p>	<p><b>For example...</b> A company works with an NGO to improve the impact its mining operations have on developing communities</p>
	32%	22%	26%	10%
				<p><b>For example...</b> A company works with an NGO to form a partnership to buy goods from farmers. The NGO facilitates the relationship while ensuring farmers rights</p>
				10%

### **Indicator: Development NGO participation in the Campaign for Australian Aid**

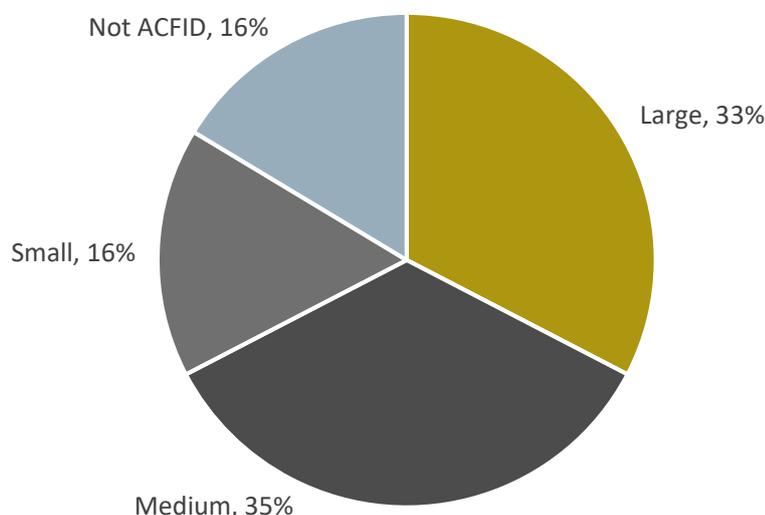
Arguably, cuts to the Australian government aid budget represented the greatest short-term challenge to Australian development NGOs, and to their shared interest, in recent years. While it would be unrealistic to anticipate that all of Australia’s development NGOs would collaborate in their response to the budget cuts, the absence of any form of combined response would indicate a worrying inability within the sector to cooperate on shared issues.

A collective response to the aid cuts emerged in the form of the Campaign for Australian Aid. As of early 2018, 49 NGOs, as well four umbrella organisations and campaigning bodies, had publicly endorsed the campaign. Most organisations that endorsed the Campaign were ACFID members, but a small number were not. Figure 32 shows participating organisations by ACFID size category. It is based on data from the Campaign’s website (gathered in 2017).

Small organisations are under-represented. But generally, the figure points to broad collaboration across a diverse group of organisations. Collaboration was not limited to large professionalised organisations, or organisations heavily dependent on government funding. At the same time, however, only about one third of ACFID members participated in the Campaign. (The share of total development NGOs is smaller again.) Moreover, not all participants contributed significant amounts of time or money into the Campaign. To some extent, non-participation reflects unavoidable differences in views about strategy or differences in beliefs about aid. The costs of joining the Campaign may have also been prohibitive for some organisations. However, it is surprising that a larger number of organisations did not decide to become at least nominally involved in the undertaking. It also seems suggestive of a sector with some limits in what it can undertake collectively. Perhaps this is inevitable: a broad set of views and priorities can be found amongst Australian development NGOs; and the Australian development NGO sector is far from being alone in struggling with collective action. Nevertheless, the sector’s ability to serve as a force for policy change would be enhanced if higher levels of cooperation could be brought about.

The Campaign has only been active for slightly over three years. Prior to this, Make Poverty History was initiated in 2004 and this campaign helped build a public support base for aid increases under Prime Minister Kevin Rudd in 2007. So, whilst it is clear that the project of repairing the Australian government’s aid budget will be a long-term project, a clear challenge for Australian development NGOs will be finding a campaigning model that can be kept active over the long term.

**Figure 32: Participation by organisation size in the Campaign for Australian Aid**



**Characteristic: Has a healthy and diverse workforce**

**Indicator: Staffing**

Figure 33 is based on ACNC data from 2016. It shows the number of staff employed for international development work in all of Australia’s development NGOs combined. Staff numbers are broken down into staff employed in ACFID members and staff from other NGOs, as well as whether they are full time employees or not. The figure shows clearly the extent to which ACFID members dominate the sector. By our best estimates, nearly 75% of all employees working in the sector work for ACFID members.

**Figure 33: Development NGO employees by ACFID membership**

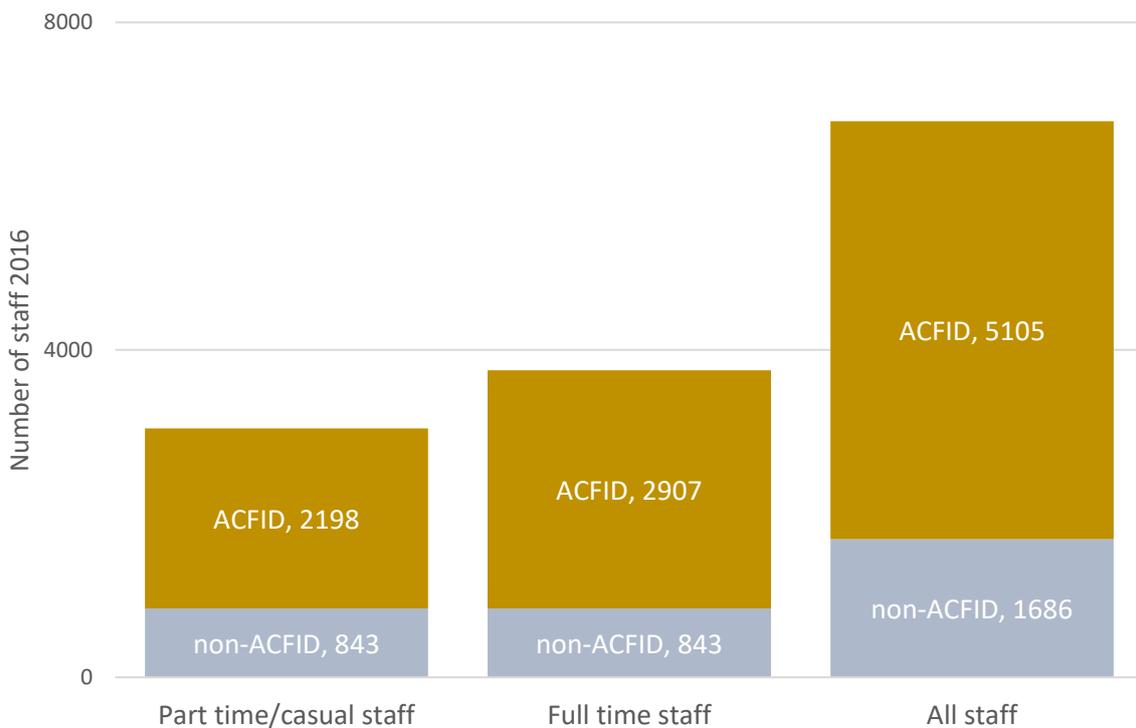


Figure 34 draws on ACFID data and shows the total number of staff employed by ACFID members in each of the size groups with data from 2014, 2015 and 2016. The chart shows that large ACFID-member organisations employ the majority of staff. It also shows that staffing in this group is growing rapidly. (Further analysis shows, however, that this growth is not universal amongst organisations in this size group – growth has been driven by three large organisations.)

**Figure 34: Total staff by size group**

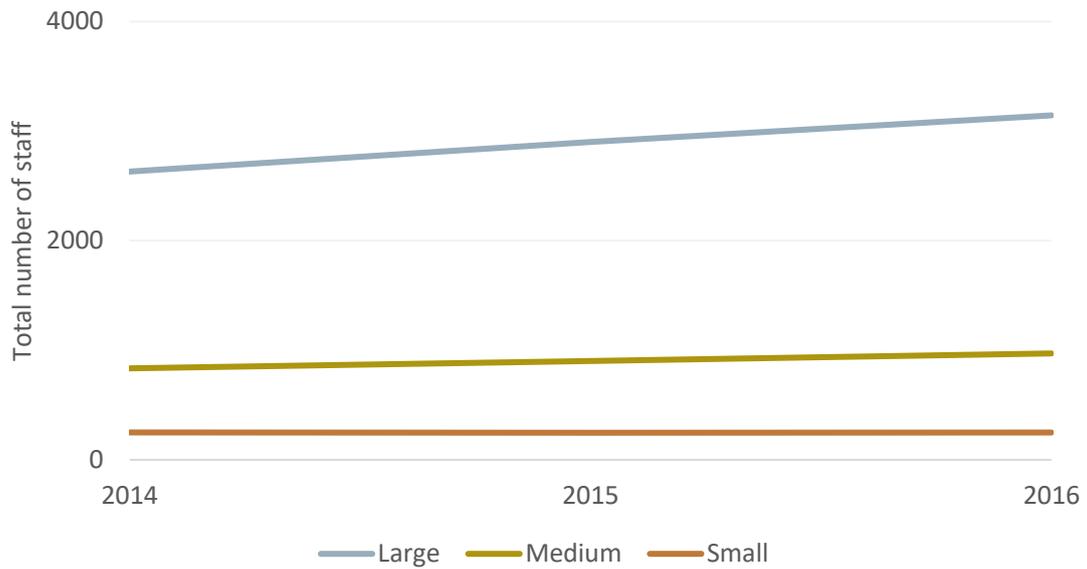
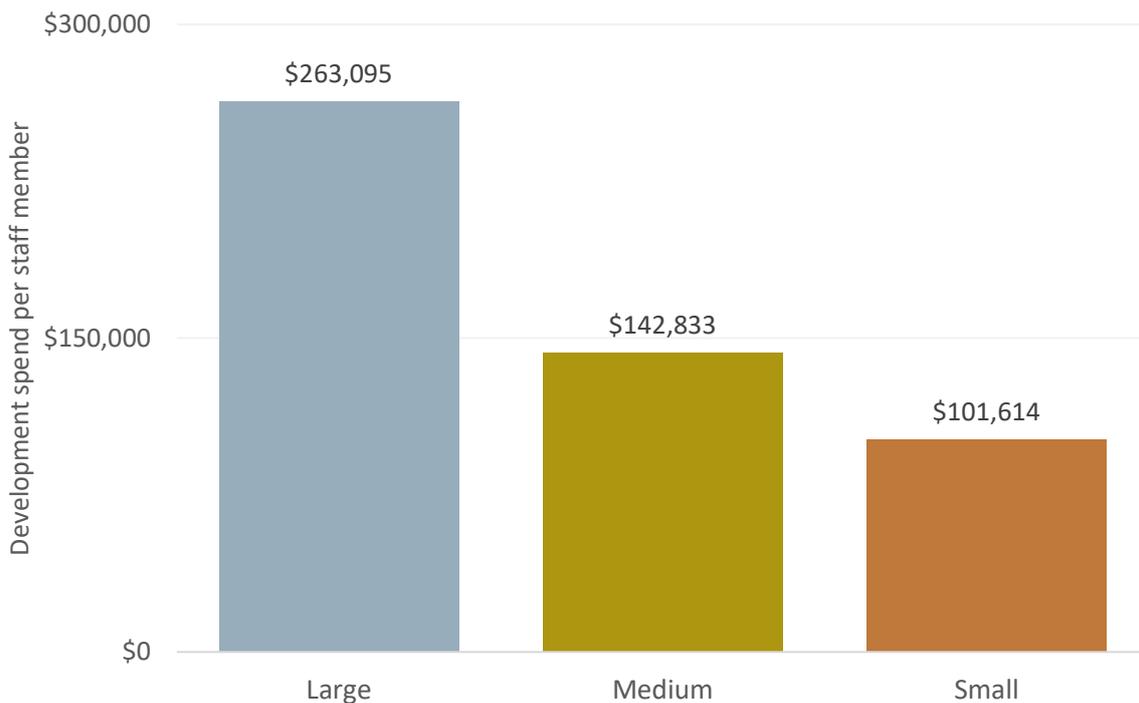


Figure 35 makes use of data from 2016 and shows the amount of money spent on aid and development work divided by the total number of staff in an organisation. (By ‘spent on aid and development work’ we mean money sent to international programs, rather than total spending. This category excludes spending items such as overheads, advocacy and domestic programs.)

Taking advantage of economies of scale, larger organisations deliver a higher aid spend per staff member than smaller organisations do. However, for all groups the values suggest a good degree of efficiency in getting money overseas.

**Figure 35: Spend on aid and development spend per staff member**



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**Indicators: Percentage of staff who are female, percentage of senior managers who are female, percentage of CEOs/directors who are female, gender composition of board, rules about gender composition of board**

The following infographic is based on 2016 Statistical Survey data and shows:

- The average (mean) percentage of the workforce in ACFID members who are women
- The percentage of senior managers in the average ACFID-member NGO who are women
- The percentage of ACFID-member NGO directors (or people in an equivalent role) in each size group who are female
- The percentage of the board of the average ACFID-member NGO in each size group that is female
- The percentage of ACFID members with a female board chairperson
- The percentage of boards with a gender quota.

The majority of the staff of ACFID members are women. Yet, as the infographic shows, women are under-represented in senior management, leadership, and governance roles. Under-representation tends to be less in smaller organisations although the issue is still present. For larger organisations the contrasts are stark.

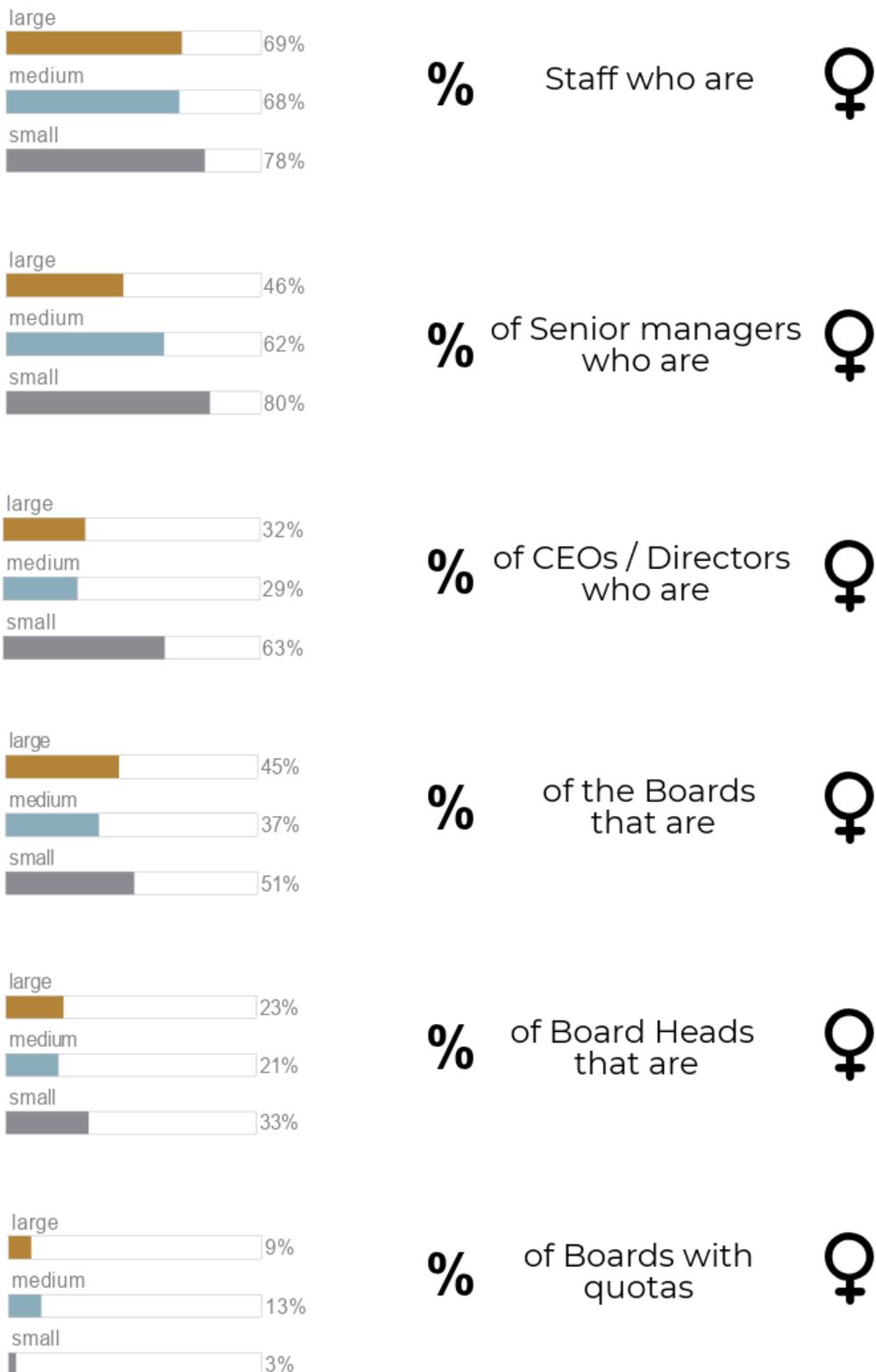
Further analysis showed some trends of improvement; however, these were modest at best. Since 2013, ACFID has been collecting and displaying data to its member regarding female representation, and two years ago passed a resolution on women's representation in leadership and governance roles in the sector. Despite this, there is still a clear need for further action within the sector on this issue.

In comparison to other industries, according to the data released by the Workplace Gender Equality Agency in 2016, ACFID members (72%) sit with the two highest industries that employ women, those being the healthcare and social assistance industry (78.3%), and education and training industry (70.9%), and far outweigh the total workforce composition in Australia which comprises 46.2% women and 53.8% men.<sup>25</sup>

One means of potentially remedying gender imbalances is the use of gender quotas. In some of the areas that we have looked at, quotas are probably not appropriate. However, quota-type rules can easily be applied to the composition of NGO boards. In 2016 (but not previous years) ACFID collected data on whether its members had any rules in place that mandated the percentage of their board members who had to be female. This is also charted in the infographic. As can be seen, in all size groups gender quotas for boards are the exception rather than the norm.

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<sup>25</sup> Source: Workplace Gender Equality Agency | Gender composition of the workforce: by industry, April 2016.



## Chapter 4: With the Australian community

The following characteristics within this chapter relate to how well Australian development NGOs engage with the Australian community and stakeholders such as the government and the private sector. Relationships between development NGOs and the community are the lifeblood of organisations, bringing vital support through volunteering and donors. Similarly, stakeholder engagement with government and other partners helps to realise efficiencies in business and ensure that all needs are met.

Development NGOs also play an important role in advocating to the public and government in order to garner support and bring about change.

### Highlights from the chapter

- The share of ACFID members that undertake advocacy has been steadily rising, increasing from 50% in 2011 to 59% in 2015. In 2015, advocacy was most common amongst large ACFID members, although 47% of small ACFID members still reported undertaking some form of advocacy.
- Australian development NGOs have worked on their own and together in a number of innovative campaigns. A significant example has been the Campaign for Australian Aid, which has had a steadily growing public support base, including a reasonable set of supporters that have been willing to take (usually internet-based) action.
- NGO organised trips to take parliamentarians to visit NGO projects in the field have been well attended by parliamentarians, and a collective NGO effort to educate parliamentarians in Canberra was able to reach over 60 parliamentarians or their staffers.
- At present only just over 20% of Australians believe that the government aid budget is too low. And political support for aid increases does not appear high in either major political party.
- It appears from ACNC data that over 70,000 Australians volunteered for development NGOs in 2015. About 30,000 of these volunteered via Rotary, 13,000 through other non-ACFID NGOs, and just over 26,000 through ACFID members.
- Over 60% of Australia's schools worked with at least one of ACFID's larger members in 2015. As with donations, school support varied a lot between different states, ranging from 85% in South Australia to 12% in the Northern Territory.
- When surveyed, most Australians indicated that they are reasonably trusting of Australian development NGOs. Levels of trust in NGOs are almost identical to levels of trust in the government aid program. Trust in development NGOs is lower than trust in Australian peacekeepers, but higher than trust in Australian businesses that work in developing countries.

## Characteristic: Has advocacy and campaigning capacity and influence

### **Indicator: Share of organisations undertaking advocacy**

In a globalised world, the actions of developed countries impact on developing countries in many different ways. Donations to NGOs are not the only possible way that developed countries can help developing countries – their actions in other areas matter equally, if not more. Because of this, an important advocacy role exists for development NGOs. This does not mean that all of Australia’s development NGOs should be undertaking advocacy. Some may feel that their comparative advantage is in aid projects. This is fine for individual NGOs but it is not true for the sector as a whole. It would be concerning if no Australian development NGOs were engaging in advocacy work. Figure 36 is derived from reporting that ACFID members undertake as part of their obligations under the ACFID Code of Conduct. It shows the percentage of ACFID members undertaking advocacy over time. As can be seen, over half of ACFID members are engaged in some form of advocacy and the trend is upwards.

**Figure 36: Share of ACFID members engaging in advocacy**

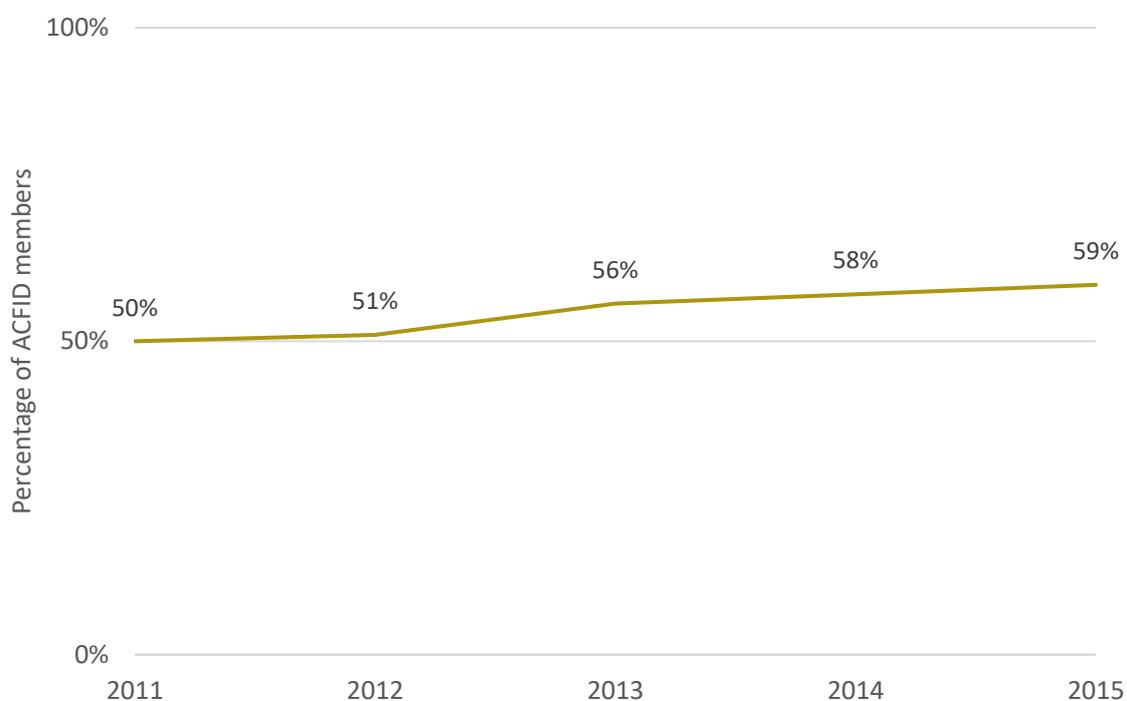


Figure 37 takes data from 2015 Code of Conduct reporting (the most recent that is available) and displays advocacy by organisation size group. As might be expected, larger NGOs are more likely to engage in advocacy, but nearly half of all small NGOs also undertake advocacy.

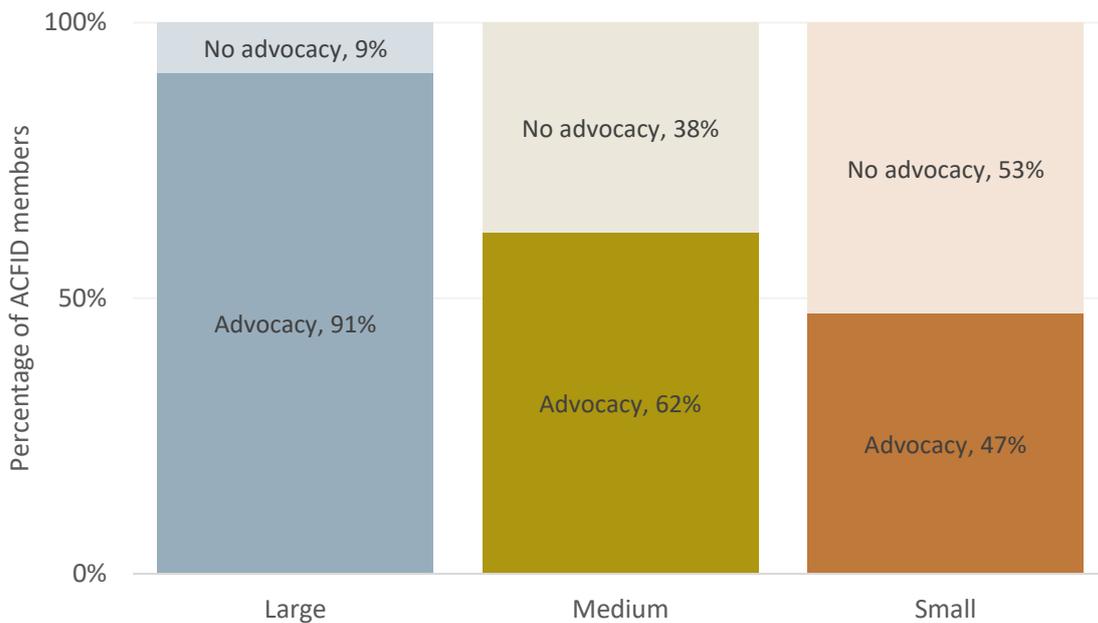
**Figure 37: Advocacy by organisation size group****Indicator: Public engagement with campaigns**

Figure 38 shows both the number of people signed up to the Campaign for Australian Aid and the number of people partaking in actions (usually online) when encouraged by the Campaign.

The Campaign for Australian Aid is a good example of a collaborative undertaking which involves a significant number of Australian development NGOs. The Campaign is not the only example of this type of collective NGO advocacy. Micah Australia, for example, is an Australian Christian movement which conducts similar work. Micah Australia has about 30,000 people signed up to its database, and as such is an important campaigning force in its own right. We have chosen to focus on the Campaign for Australian Aid in this instance, however, because they have a rich time series of data which they were able to share with us.

It is not our purpose here to evaluate the success or failure of the Campaign in its overall objectives. Rather, we are interested in what public engagement with the Campaign can tell us about the ability of Australia's NGOs to interact with Australians when in campaigning mode.

Two clear facts emerge from the chart.

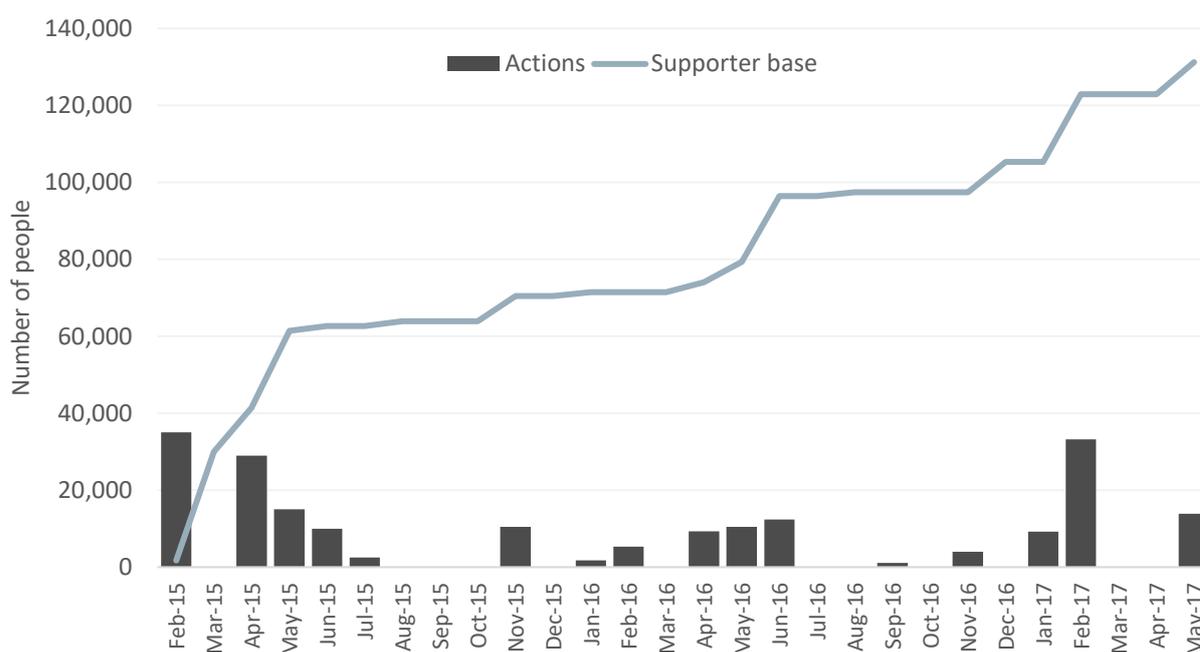
First, it is possible to elicit the interest of a considerable number of Australians in aid issues. 131,000 people is a very small share of Australia's total population (0.54%) but as a potential campaigning force it is a substantial number of people. What is more, the trend on the chart continues to be upwards. Should resources continue to be devoted to this effort, it may well be possible to bring more Australians to the Campaign.

Second, while the number of people signed up with the Campaign shows that it is possible to raise some interest in aid issues, eliciting action is much harder. The greatest number of people taking a direct action in any month when prompted by the Campaign was 35,000 and usually, active engagement was less. (Note that in the chart below, in some months there were no calls to action.)

Nevertheless, although active participants were fewer, at its best, active participation was still impressive, more than enough to cause politicians to take notice.

To date the Campaign has not succeeded in bringing increased aid budgets, although the ALP made a commitment to restore the \$224M cut made by the Abbott Government in 2016. It has, however, operated during a time in which the government has been running deficits. It has also operated over a period when many political actors and many members of the public have not been sympathetic to the cause of aid. A counterfactual world without the Campaign’s efforts might have seen even worse aid outcomes. Most importantly, the Campaign’s work is evidence that a segment of the Australian public is willing to engage at least to some degree on aid-related matters.

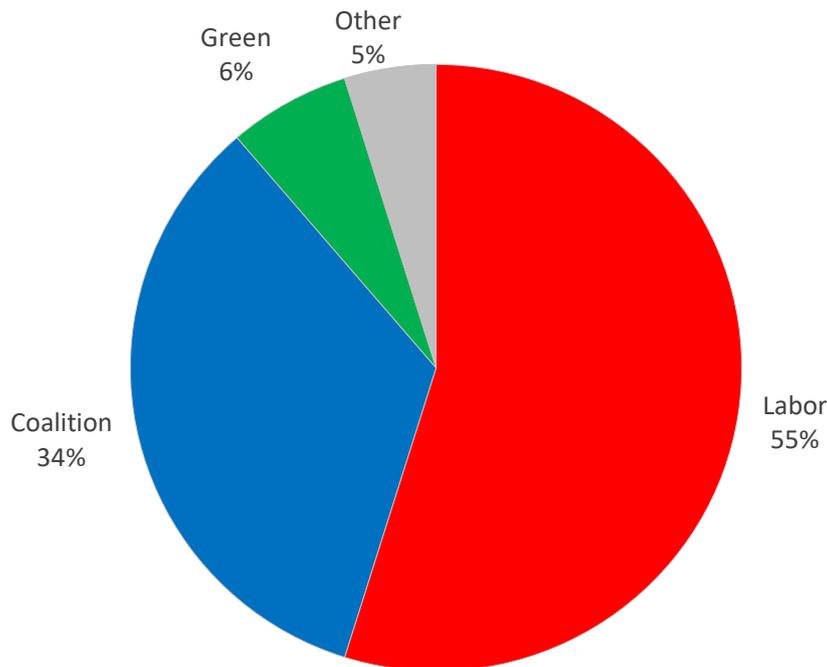
**Figure 38: Engagement with the Campaign for Australian Aid**



**Case study: Meeting with parliamentarians**

In February 2017 a coalition of Australian development NGOs, ACFID, Micah Australia, the Campaign for Australian Aid and the Development Policy Centre sent teams to meet with Australian parliamentarians and their staff. The purpose of meetings was not explicitly advocacy. Teams were tasked with educating parliamentarians about aid and providing them with material from which they could learn more. In total, 30 people from 18 organisations participated. Invitations were sent to all Members of Parliament (MPs) and senators, although not all were available to meet. The NGO teams met with just over 60 parliamentarians (or in a minority of instances, with their staffers). Figure 39 shows the meeting breakdown by political party. There was more interest from parties on the political left, but a reasonable number of Coalition parliamentarians also met with teams, particularly given that it was sitting week, and ministers were not available to meet.

The February 2017 event was not the first time that aid’s supporters have met with parliamentarians. Organisations such as Micah Australia and the Oaktree Foundation undertake similar work. The February event serves as a good demonstration, however, of a collaborative endeavour, involving many NGOs.

**Figure 39: Party composition of parliamentarians who met with teams**

As part of the event, data was also gathered on parliamentarians' views about aid. This has allowed the charting of where different parliamentarians sit on aid-related matters. Such assessments are subjective, and imperfect because of this. But they have the potential to improve NGOs' understanding of the shifting tides of political support for aid. Figure 40 is based on teams' assessments of how knowledgeable individual parliamentarians were of aid, and how supportive the parliamentarians were of aid. Each dot represents a parliamentarian. Blue dots are parliamentarians from the Coalition, red dots Labor, green Greens, and grey other parliamentarians.

The positive relationship between support and knowledge either stems from the ability of knowledge to increase support or it reflects the fact that few parliamentarians take time to become knowledgeable about matters they do not support. Most politicians who agreed to meet were at least somewhat supportive. Presumably this is because supporters are more likely to meet than avid opponents are.

Interestingly, although Labor politicians were more supportive of aid on average than Coalition parliamentarians, the divide was not completely clear cut; some Coalition parliamentarians came across as quite supportive, while there were also some comparatively unsupportive Labor politicians.

When we compared Vote Compass<sup>26</sup> data on public support for aid at the electorate level, and how supportive MPs were of aid when NGO teams met them, we found a positive relationship between public opinion and how supportive MPs were of aid. We also found that MPs from electorates where support for aid was higher tended to be more likely to agree to a meeting in the first place. This is not definitive evidence that public opinion affects politicians' views, but it is a useful starting point in learning more about the relationship between public support for aid and political support for aid.

<sup>26</sup> Vote Compass is a tool developed by political scientists for exploring how your views align with those of the candidates. <https://votecompass.abc.net.au/>

**Figure 40: Parliamentarians’ knowledge of and support for aid**



**Case study: ACFID Child Rights CoP and ACCIR advocacy**

The Child Rights Community of Practice (CR CoP) is an ACFID member-led and run working group. The overarching goal of the CR CoP is to promote the rights of children and child rights-based approaches to development within the Australian international development sector. The CR CoP currently has more than 60 members comprised of representatives from Australian development NGOs, government, and child protection consultants. For the past three years, one of the key objectives of the CR CoP, and the focus of one of four of its sub-groups has been advocating for the rights of children in overseas residential care institutions and this led to the development of a position paper titled *Residential Care and Orphanages in International Development*.

In February 2017, a Federal Government Inquiry into Establishing a Modern Slavery Act in Australia commenced. Building on the previous paper, the Child Rights CoP produced a submission for the Inquiry. Furthermore, ACFID member, ACC International Relief (ACCIR), who act as the convenor for ACFID’s CR CoP sub-group on Residential Care and also co-chairs the ReThink Orphanages Network, co-produced with ACFID another supplementary submission to the Inquiry.

Following these actions, many ACFID members reached out to the CR CoP for additional guidance and tools to initiate the shift away from such institutionalised models of care. Whilst this work is ongoing, it is a good example of the quick response and collaboration of development NGOs, all advocating towards a united cause.

### **Case study: Save the Children field visits**

Since 2015, Save the Children has coordinated the Australian Aid and Parliament Project. This work is funded by the Bill & Melinda Gates Foundation, and involves study tours in which Australian parliamentarians are taken to see aid projects in developing countries. Although the work is coordinated by Save the Children, there is a collaborative ethos and the projects of different NGOs are showcased in each visit.

Countries visited have been:

- Cambodia
- Jordan and Lebanon
- Myanmar
- PNG
- Solomon Islands.

The purpose of the work is to help provide parliamentarians with a full understanding of role of Australian aid in the countries that receive it.

Thus far, 33 parliamentarians have taken part in the project. Five journalists have also participated.

One risk of this type of undertaking is that participating politicians may tend to already be interested in and supportive of aid. It may be very hard to reach aid's staunchest opponents. Save the Children has, however, attempted to reach out to parliamentarians who have a range of views on aid. Even so, most (although not all) participants were at least somewhat supportive of aid prior to going. Nevertheless, the field trips may still usefully strengthen existing support, and leave supportive politicians better able to argue the case for aid. Importantly, participation has been spread across both of the two major political parties. Figure 41, shows the party breakdown of participating parliamentarians. Labor is somewhat over-represented but the Coalition is well-represented.

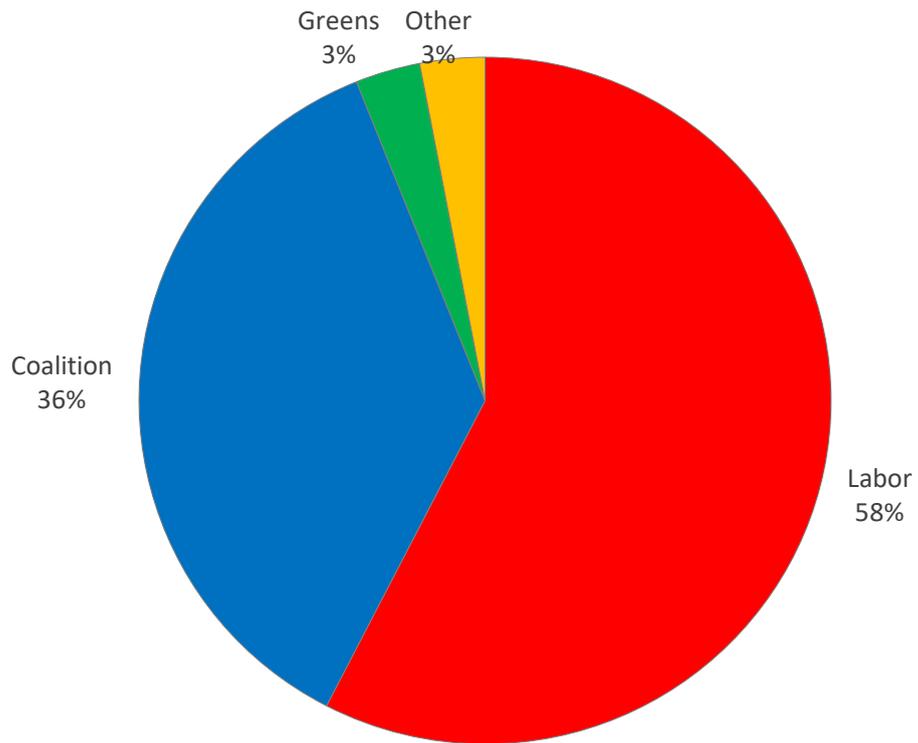
Although it is too early for benefits in the form of increased or improved aid, the theory of change underpinning the work appears sound. There is some cross-country evidence that ministers in charge of aid programs give better aid when they are themselves more knowledgeable of aid (Fuchs & Richert 2017). And part of the sustained bipartisan increase in the aid budget in the United Kingdom appears to have been driven by individual politicians' beliefs about aid.<sup>27</sup> Similarly, high-level political support, often driven by a small number of politicians, appears to have played an important role in aid increases in Australia (Corbett 2017).

At this point the project has ongoing financial support. And Australian NGOs are active partners in the countries where the tours are conducted. However, like campaigning in Australia, the work needs to continue over the long term. Australian development NGOs should consider how their engagement can best be configured to ensure that this happens.

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<sup>27</sup> This is the finding of ongoing case-study research conducted by Ben Day, a researcher at the Australian National University.

**Figure 41: Participation by party in parliamentary field visits**



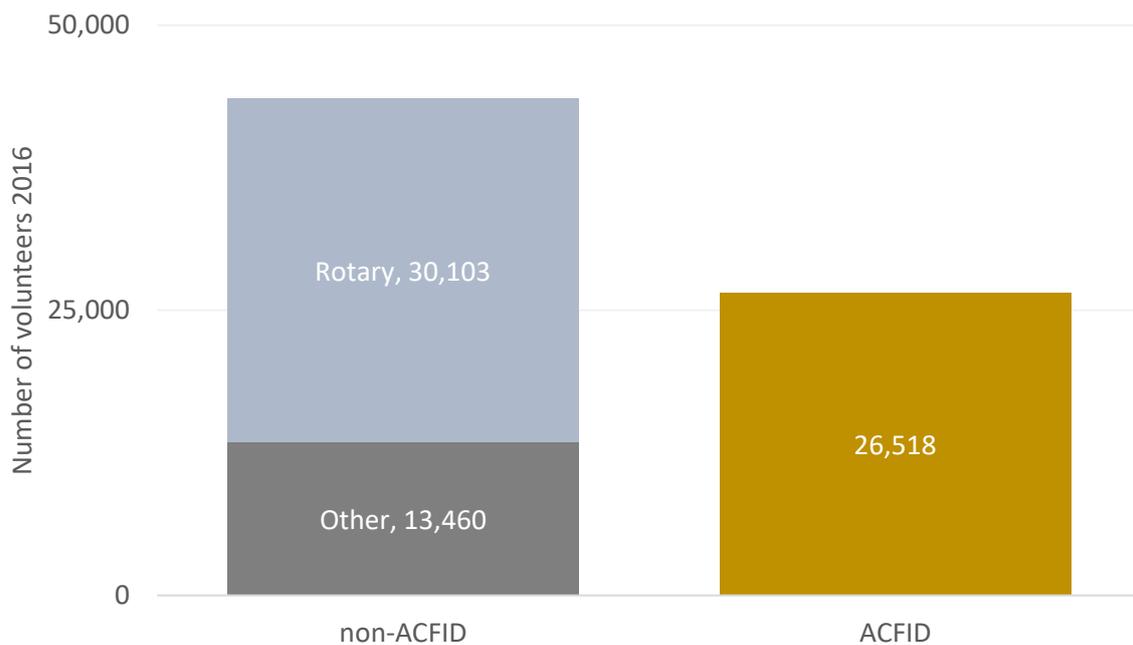
**Characteristic: Has a high level of influence, engagement and support with community and other stakeholders**

One indicator of community support is the number and volume of donations that NGOs receive. This is discussed in an earlier chapter. There are many other useful measures of community engagement though. Available indicators are covered below.

**Indicator: Volunteer engagement**

One way that Australians show their support for development NGOs is through volunteering. Figure 42 is based on data from the ACNC 2016 dataset and compares the number of volunteers assisting ACFID NGOs with the number of volunteers assisting development NGOs that are not ACFID members. Surprisingly, given that ACFID members have greater revenue and employ many more staff, the total number of volunteers is higher for non-ACFID members than it is for ACFID members. However, this is primarily a product of more than 30,000 Rotary volunteers. If Rotary volunteers are excluded, ACFID members have nearly than twice as many volunteers as other NGOs.<sup>28</sup>

**Figure 42: Volunteer numbers of ACFID members and other development NGOs**



<sup>28</sup> ACNC data presented a problem in that they do not separate volunteers engaged in domestic work from those who work on international projects. When working with ACFID members in the ACNC dataset we dealt with this issue by substituting ACNC data with ACFID data. However, for non-members, nothing could be done and volunteer numbers will be overstated to some extent because of this issue.

Figure 43 is based on data from the 2016 ACFID Statistical Survey. It compares the total number of volunteers in the sector with the total number of staff. It shows there are more than five times as many volunteers as employees amongst ACFID members taken as a whole.<sup>29</sup>

**Figure 43: Volunteers and employees in ACFID members (2016)**

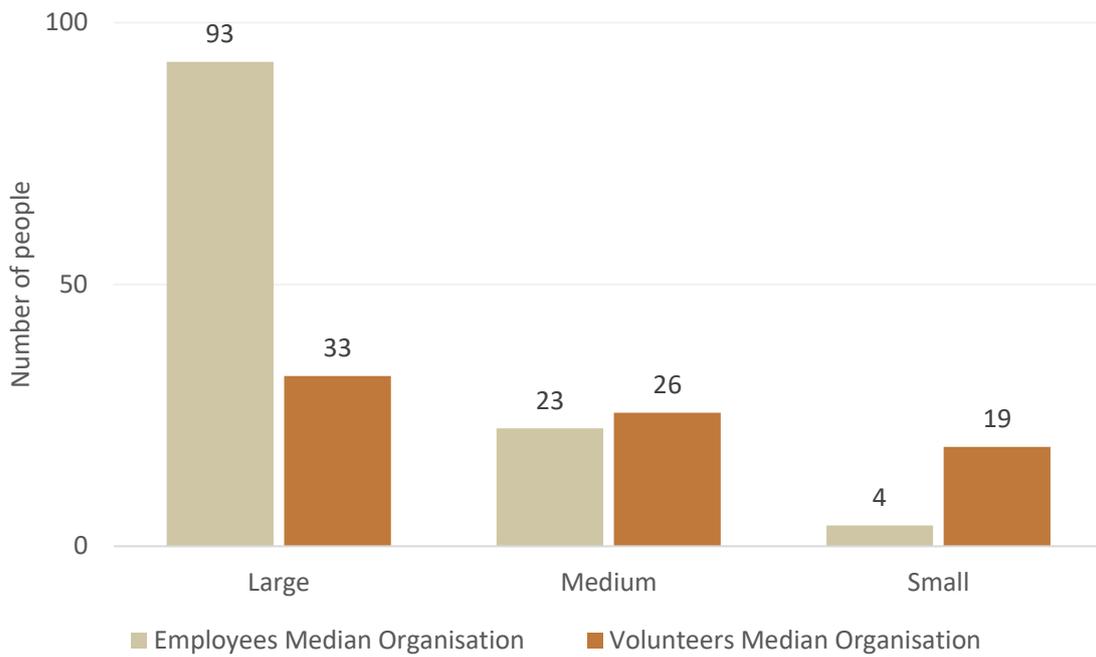


However, composites for the sector as a whole are somewhat misleading. Different types of organisations have very different volunteer profiles and a small number of volunteer-heavy organisations contribute much of the sectoral total. Figure 44 addresses these issues. It draws on 2016 ACFID Statistical Survey data. It breaks organisations down into the different size groups and reports on the median NGO in each group, offering a sense of what the typical NGO in each size group looks like.

In the typical large development NGO there are about three times as many employees as volunteers. In the typical median NGO employees and volunteers are about equally balanced. In the typical small NGO there are nearly five times as many volunteers as staff.

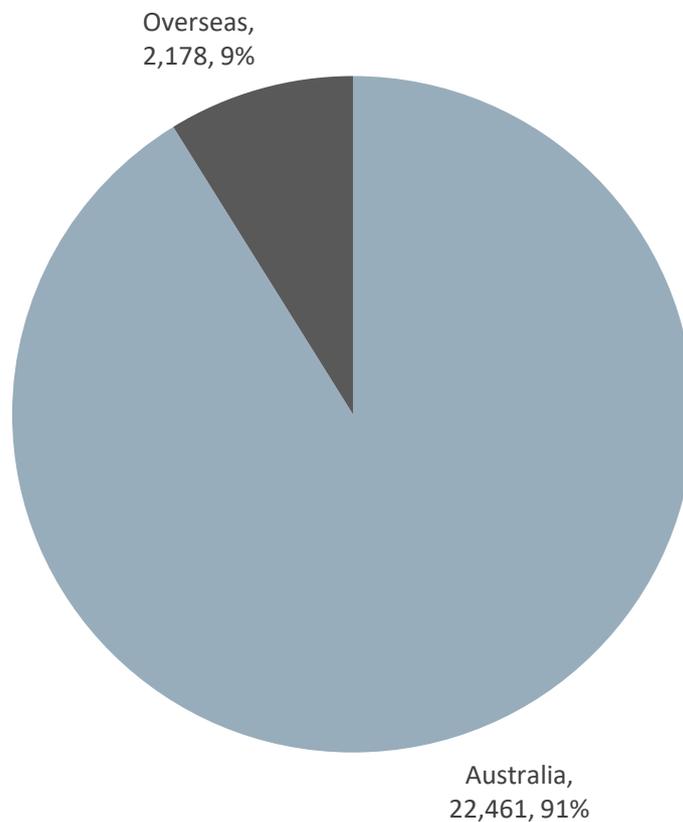
<sup>29</sup> Total volunteer numbers for ACFID members differ slightly from that in the previous chart. This is because the previous chart draws on ACNC data, whereas this chart comes from ACFID Statistical Survey data. A small number of NGOs provided different numbers of volunteers when responding to the two different surveys. Overall differences are small, however.

**Figure 44: Volunteers and staff in the median NGO in each size group (2016)**



Most volunteers contributing to the work of ACFID-member NGOs work in Australia. Figure 45 compares Australian-based volunteers with those based overseas (using ACFID member data from 2016). Most of the overseas volunteers in Figure 45 come from a small number of organisations. The typical organisation has no volunteers overseas.

**Figure 45: Volunteers in Australia and overseas (2016)**

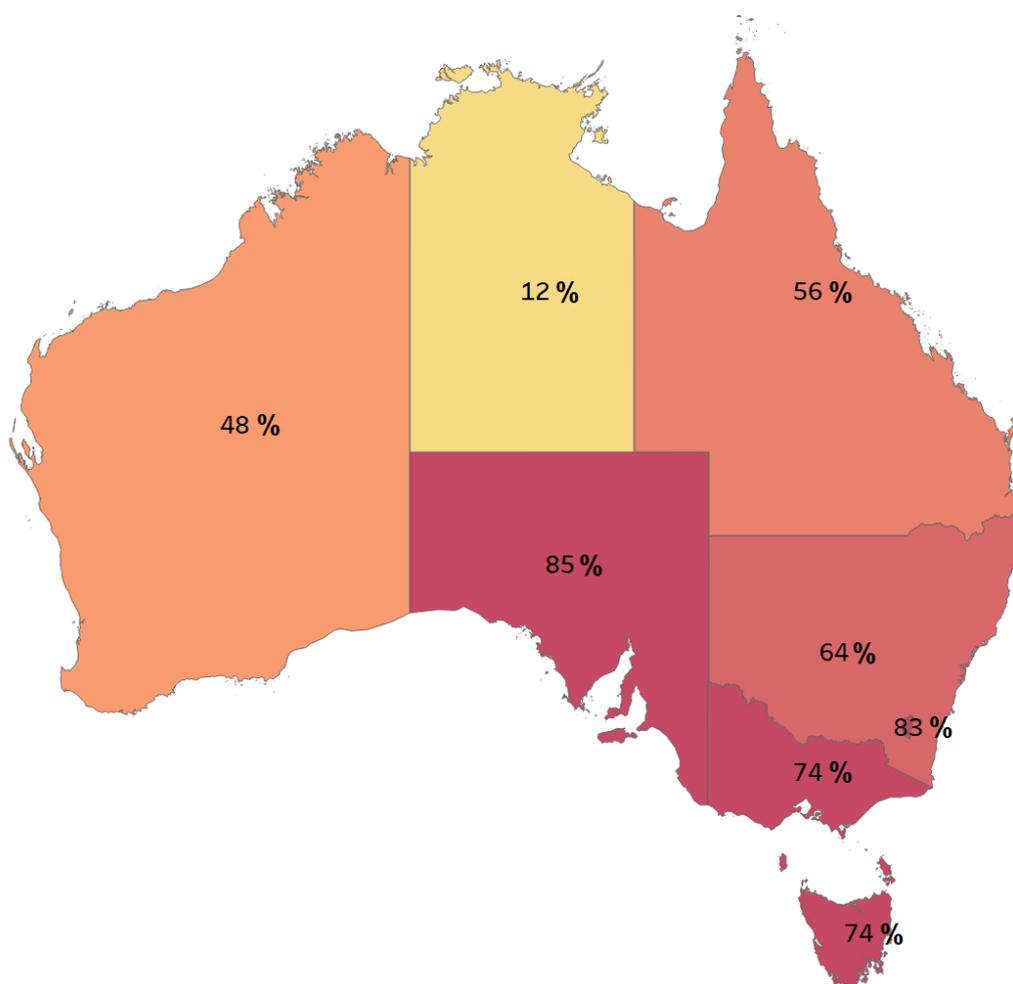


**Indicator: Number of schools supporting NGOs**

Another form of community engagement is with schools. Figure 46 shows estimated school engagement by state. The number of schools engaging with NGOs comes from 2016 Electorate Snapshot data and the number of schools used to calculate the percentage comes from the Australian Bureau of Statistics. Data challenges mean that the figures are only approximations; however, they are accurate enough to provide a reasonable approximation of school engagement, and the extent to which it varies around the country.<sup>30</sup>

The chart shows excellent engagement in parts of the country. However, it also shows much variation. Engagement is particularly low in the Northern Territory.

**Figure 46: Percentage of schools engaging with development NGOs**

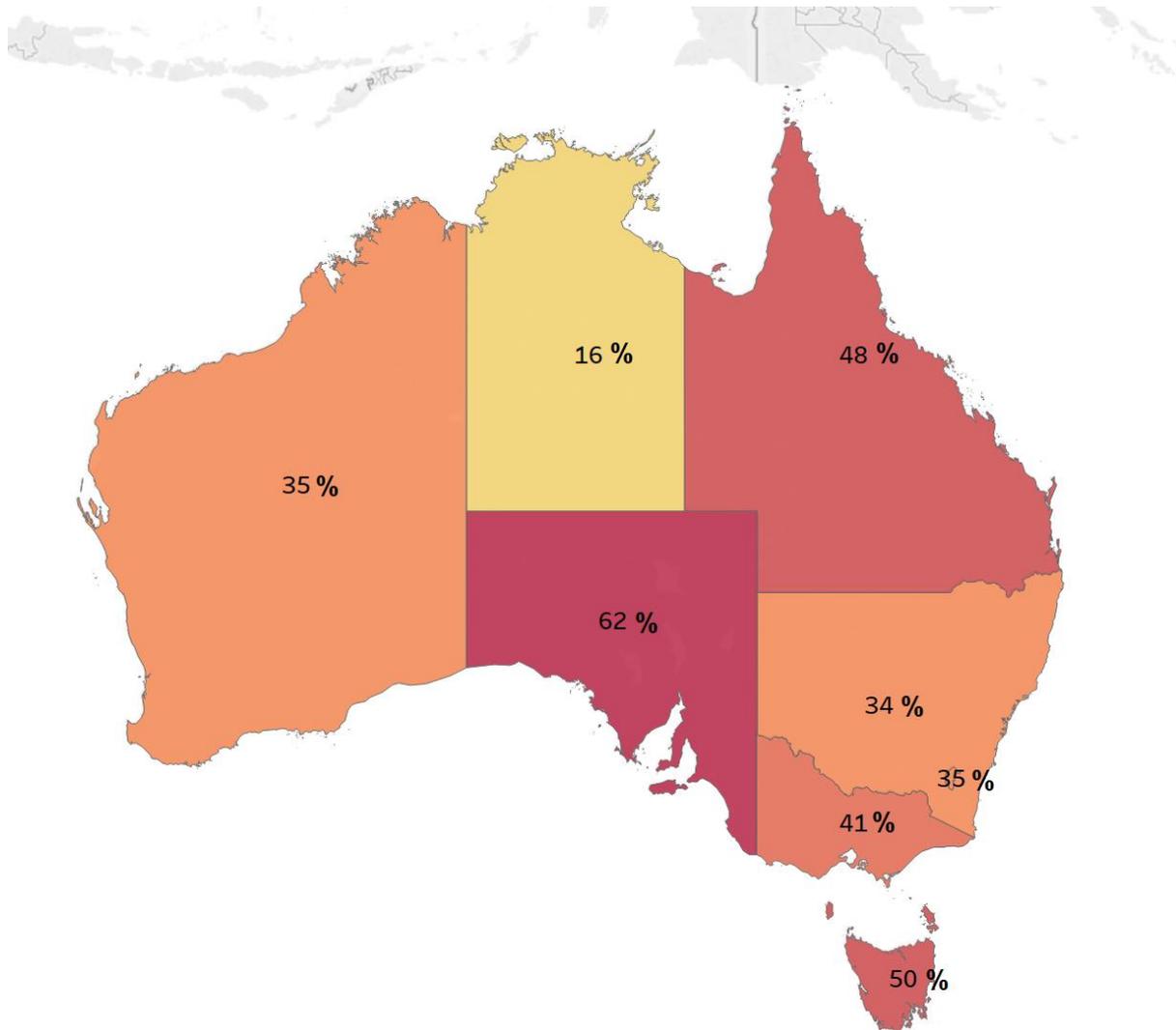


<sup>30</sup> In some instances, the same school may have supported more than one NGO. Where this has occurred, it may lead to overcounting of schools. Using information from a subset of organisations that provided school names, we estimate that for the country as a whole, the maximum possible magnitude of this effect is about 10 percentage points and is likely to be considerably less. Although the issue of double counting may have led to some overestimation in school participation, such overestimation is likely offset by the fact that the Electorate Snapshot survey only draws on data from 19 NGOs.

**Indicator: Faith and community group engagement**

Another form of public support and engagement comes through the support development that NGOs receive from faith groups and similar community groups. Data on the number of faith and community groups that supported NGOs in 2016 exists for large ACFID members, being available from ACFID's Electorate Snapshot survey. While this data is not perfect, it provides reasonable estimates of the absolute numbers of organisations supporting the NGOs covered in the Electorate Snapshot survey. Unfortunately, it is much harder to estimate the number of faith and community groups in each state to allow for the calculation of the percentage of groups assisting NGOs. We have tried to do this using ACNC data on community organisations and churches. The results of our estimates can be seen in Figure 47 below. For now, the resulting numbers should be treated as loose approximations that are good enough to afford a sense of engagement in this form, and a sense of variation across the nation. As can be seen in the figure, variation between different states is high.

**Figure 47: Percentage of faith and community groups engaging with development NGOs**



**Indicator: Survey data on support for aid**

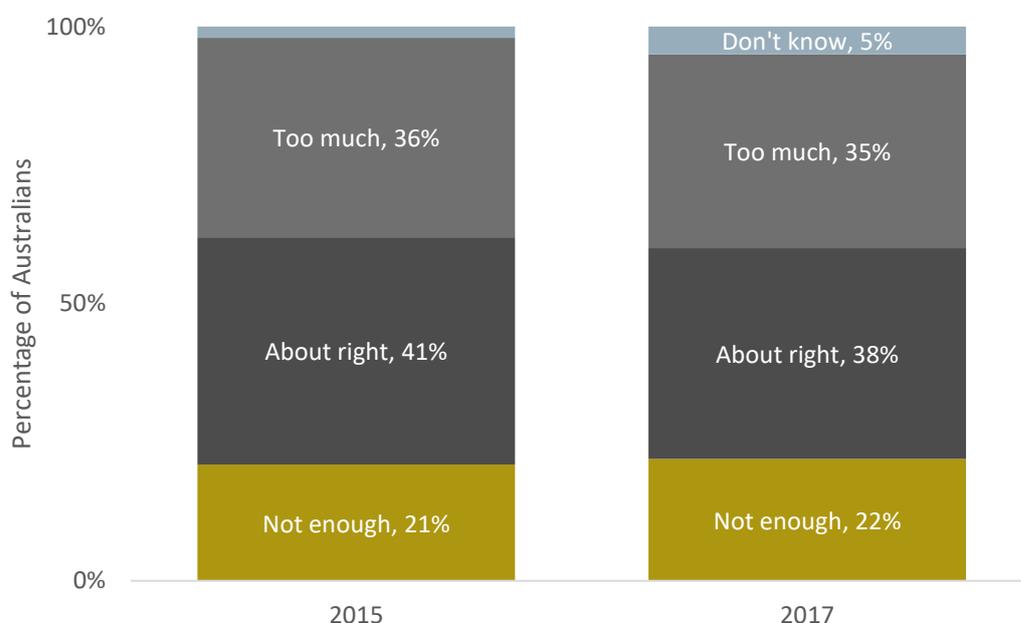
Another measure of the broader community environment that NGOs work within is general support for aid. Usually, public opinion surveys ask about support for government aid (we address survey evidence on views about NGOs in a subsequent section). Obviously, government aid and NGO work are not one and the same. However, information on support for government aid can provide a useful sense of the background climate that development NGOs work amongst. Not only do many NGOs receive some funding via the government aid program, but previous research has shown that there is a strong relationship, across different parts of Australia, between support for government aid and the propensity to donate to NGOs (Wood et al. 2016b).

Figure 48 shows results from a question included in Lowy Polls in 2015 and 2017 in which respondents (from a nationally representative sample) were told the current government aid budget and asked whether they thought that it was too much, the right amount, or not enough (Oliver 2017).

In both surveys, most Australians think that the aid budget is ‘about right’. The second most frequent answer is ‘too much’.<sup>31</sup> Those who think the aid budget is ‘not enough’ are a smaller minority in both polls. The share of respondents who think the budget is too small grew ever so slightly between 2015 and 2017; however, the magnitude of the change is so small that it may well reflect the survey sampling process rather than a real change in Australian attitudes. Even if the change is real, it is trivial.

The public sentiment captured in the Lowy survey does not fit with a public environment that is disastrous for the work of development NGOs. Yet it also does not speak of a public clamouring to see more money spent overseas. Australian NGOs could be working in a worse environment, but given public sentiment about Official Development Assistance (ODA), it is perhaps unsurprising that donations to NGOs have not outpaced the growth of the economy in recent years.

**Figure 48: Australian public support for government aid**



<sup>31</sup> Similar surveying by the Development Policy Centre and for the Campaign for Australian Aid has produced similar results.

**Indicator: Surveyed public trust in development NGOs**

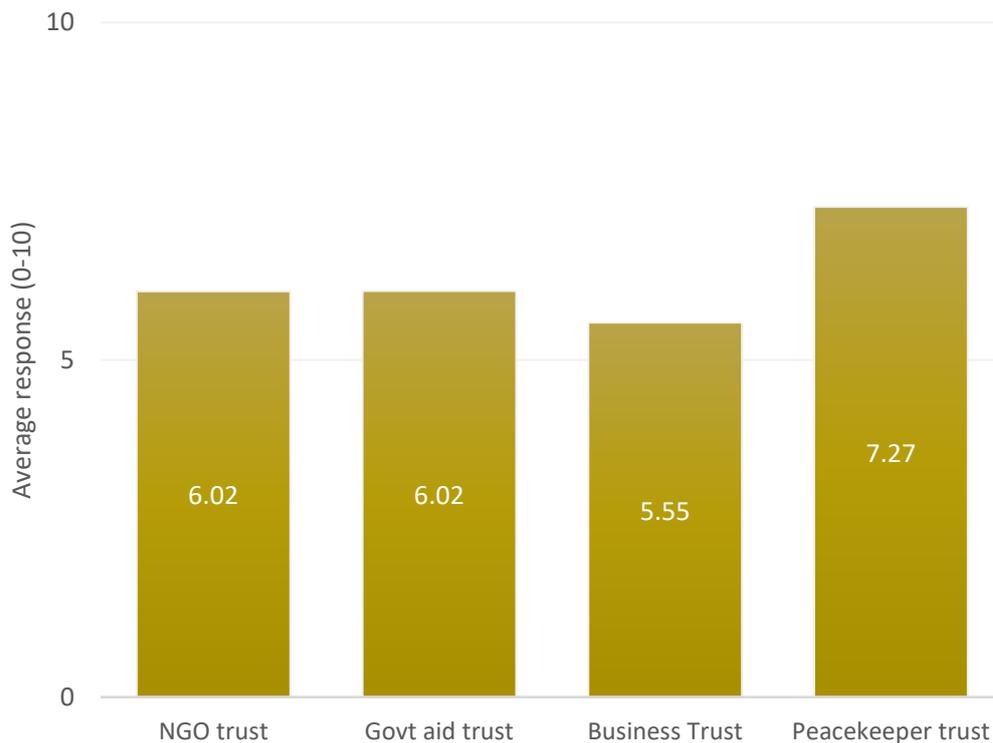
Broad views about aid are an important element contributing to the environment that Australian development NGOs work in. However, more specific views about development NGOs themselves are also important. Trust in development NGOs is of particular interest. Even if an Australian supports aid, they are unlikely to contribute to the work of NGOs if they do not trust them. The data we have on trust comes from a 2017 public opinion survey commissioned by the Development Policy Centre.<sup>32</sup> In the survey, questions were asked about the extent to which members of the public trusted the following types of Australian organisations:

- Australian development NGOs
- The Australian government’s aid program
- Australian army peacekeepers
- Australian businesses working in developing countries.

Respondents were asked to respond making use of a 0–10 scale where 0 meant ‘do not trust at all’ and 10 indicated ‘trust them a lot’.

Figure 49 charts the average score given for each organisation type.

**Figure 49: Trust in NGOs and other organisation types**

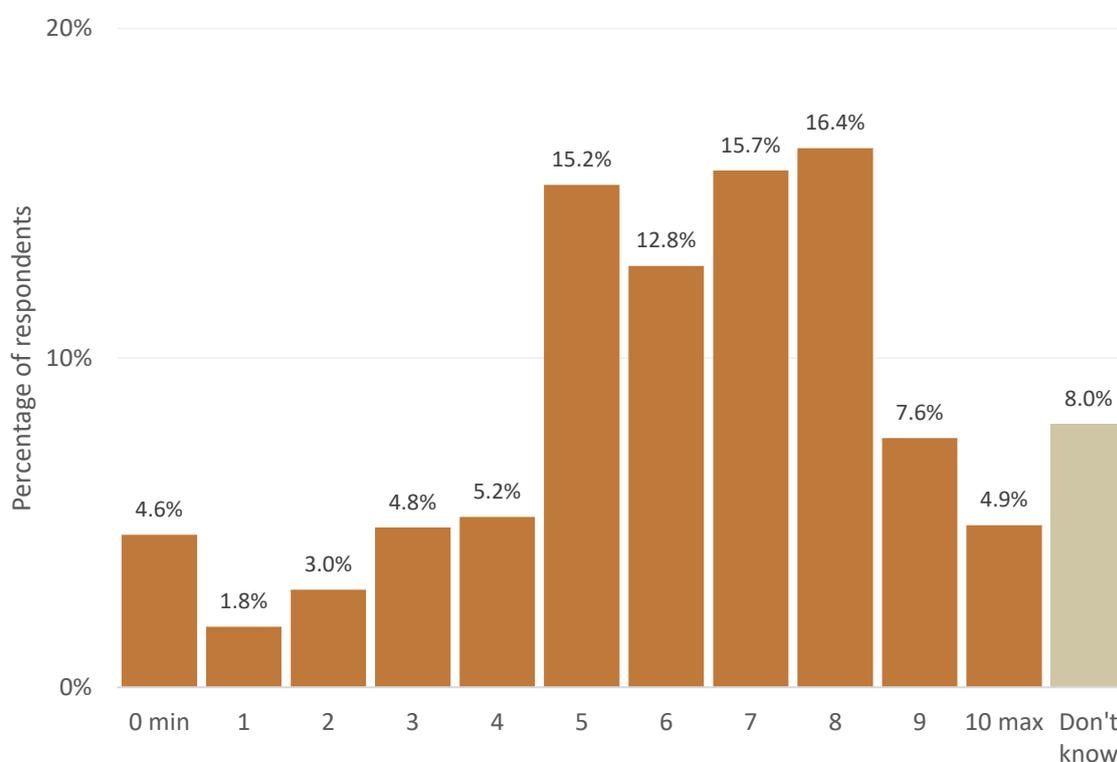


<sup>32</sup> The survey was conducted by Essential Media with a representative sample of Australians (n=1026). The question asked was: ‘Thinking now about Australian organisations that work overseas, how much do you trust the following types of organisations to do the right thing all of the time?’ When we described each type of organisation, we took care to describe it in a way that the public would understand. We also took care to describe it in a neutral manner.

Peacekeepers were clearly the most trusted group, with NGOs and the government aid programs receiving almost identical scores. Trust was lowest in businesses working in developing countries. Although the results for NGOs and the government aid program were more or less identical, the difference between NGOs and businesses was statistically significant as was the difference between NGOs and peacekeepers.

While a score of 6.02 for NGOs could be interpreted as a low level of trust, a more careful examination of the findings paints a more positive picture. Figure 50 shows the percentage of respondents who gave each score (from 0 to 10) for NGOs. There is a clear reluctance to place complete trust in NGOs. This can be seen by the low proportion of respondents who scored NGOs of either 9 or 10. However, the most common response is 8 out of 10. Nearly three times as many respondents gave responses above 5 as gave responses below five.

**Figure 50: Detailed trust responses for NGOs**



There were clear correlations between responses to the question about trust in NGOs and responses to questions about trust in the other organisations listed. People who were more trusting of NGOs tended to be more trusting of other organisations too. This was particularly the case with trust in NGOs and trust in the government aid program, but was also present between trust in NGOs and trust in peacekeepers and trust in businesses.

More detailed multiple regression analysis of the correlates of trust in NGOs showed that, controlling for the effects of other variables, academic education was clearly positively associated with trust in NGOs, while income was negatively associated with trust for NGOs. There was no difference in trust in NGOs between Coalition supporters and either Greens or Labor supporters. However, supporters of minor parties were less trusting, a relationship that appears to have been driven to an extent by the views of One Nation supporters.

At the same time that the Development Policy Centre was in the process of commissioning survey questions on trust in development NGOs, the ACNC released a report on a survey it had commissioned on NGO trust (Rutley & Stephens 2017). While most of this survey focused on domestic NGOs, a question was asked on international NGOs. On the basis of responses to this question, it appears that there is somewhat less trust in development NGOs than in NGOs conducting domestic work in Australia.

## Characteristic: Is supported by an enabling legal, political and policy environment

Providing funding is only one of a number of ways that the Australian government can help Australian development NGOs undertake their work. Another crucial contributing factor is that a regulatory regime serves the public interest while at the same time not unnecessarily encumbering NGOs.

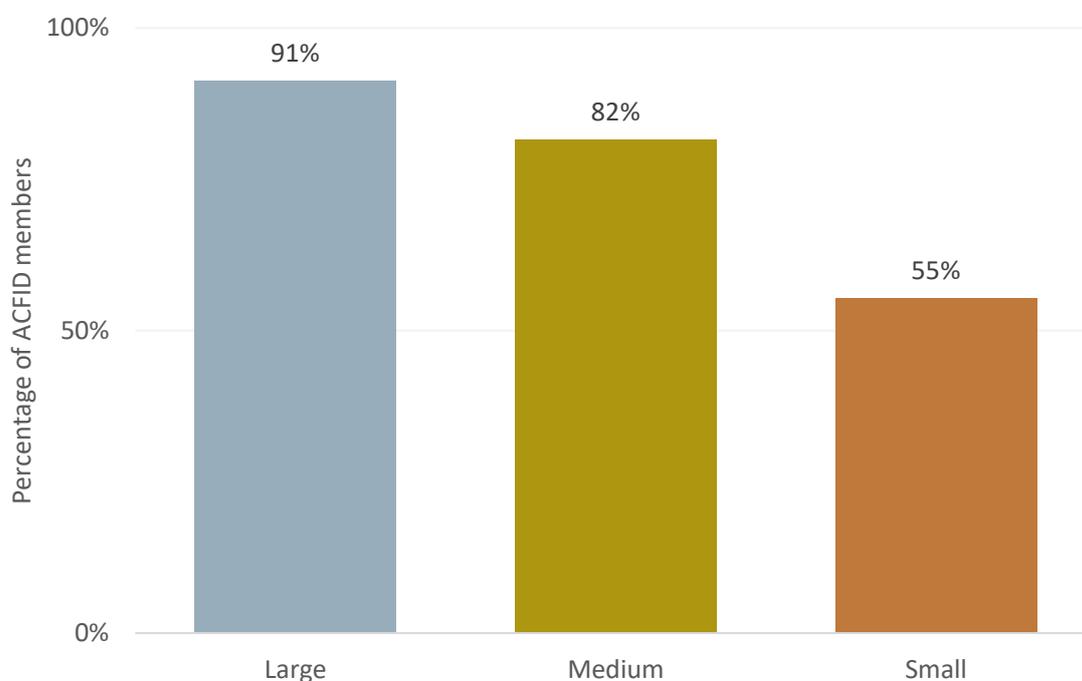
### **Indicator: Agencies with DGR and OAGDS status, and ANCP-funded agencies**

One important means through which the government can aid the work of development NGOs is through making it possible for them to obtain a status under which members of the public who provide them with donations can claim tax deductions. In Australia this comes through the Deductible Gift Recipient (DGR) status.

In 2015 and 2016 ACFID collected data on whether its members have DGR status. Data from 2016 year indicates that almost all ACFID members have DGR status. In 2016 100% of large and medium organisations did, and only two small organisations did not.<sup>33</sup>

One specially tailored means for international development NGOs to obtain DGR status is via the Overseas Aid Gift Deduction Scheme (OAGDS). Figure 51 shows, by size group, the percentage of ACFID members who are registered via OAGDS. For most larger and medium sized NGOs, OAGDS has proven an effective mechanism for attaining DGR. This is less often the case for smaller NGOs. Why smaller NGOs are less well served by OAGDS is unclear.

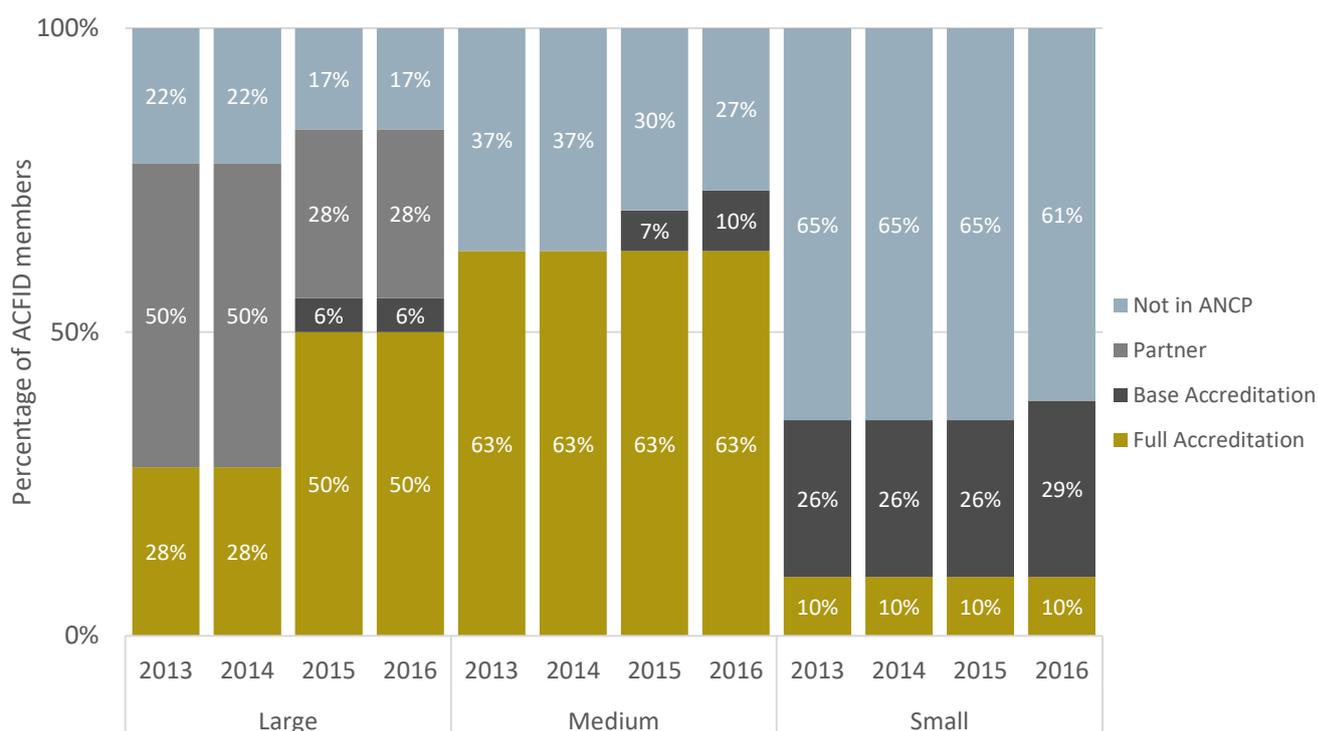
**Figure 51: OAGDs registrations (2016)**



<sup>33</sup> In instances where organisations stated that they did not have DGR status we double checked against the official ATO list of organisations with DGR status. These two organisations were also absent from that list.

The Australian government’s central funding mechanism for NGOs is the ANCP. Its funding substantially augments money that NGOs obtain through public donations. It also adds useful additional layers of quality assurance including monitoring and evaluation requirements. The share of ACFID-member NGOs able to access the ANCP is shown in Figure 52. Most large NGOs and the majority of medium sized NGOs have been able to access the ANCP. However, only a minority of smaller NGOs have been able to. Under-representation of smaller organisations is not surprising. The criteria for ANCP accreditation are organisationally demanding. Moreover, because it is a matched fund reflecting public donations, the absolute benefits for smaller organisations from accreditation are less.<sup>34</sup>

**Figure 52: ANCP registration over time**



**Indicator: The state of the political, legal and policy environment**

The legal, political and policy environment that ACFID members and International Non-Government Organisation (INGOs) operate in has been undergoing some changes in the past few years, particularly since the change of Government in 2013. A change of government will understandably come with a change in political ideologies and priorities. This has been most evident in the macro-policy guiding Australia’s aid program. In 2013 ACFID co-designed and co-launched DFAT’s Civil Society Engagement Framework, and in the following year that had been replaced by the New Aid Paradigm, and 2015 saw ACFID launching the NGO Engagement Framework with DFAT.

For the legal and policy environment, the dominant feature in the past few years has been the ongoing uncertainty around the statutory regulator – the ACNC. While the Turnbull Coalition government confirmed that the Regulator will stay (in contrast to the Abbott Coalition government), the scheduled

<sup>34</sup> Note that the categories used here were in place up until 2016. They are now in the process of changing.

review of the ACNC in 2018 could shift the purpose and functioning of the regulator significantly. Depending on what positions are taken, this could have an impact on INGOs' reporting and regulation.

Charities also fall under other legal and policy regulations in relation to their finances (Treasury and Austrac), lobbying (Attorney-General) and campaigning work (Australian Electoral Commission), and there have been shifts in these jurisdictions too. Most notable were the changes to the OAGDS register, and the moving of all DGR registers to the ACNC, the slated changes to the lobbying register and the introduction of a Foreign Influence Transparency Scheme, and the proposed Electoral Act changes which may constrain the advocacy work of charities and curtail their receipt of international philanthropy.

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## Chapter 5: In the world

This chapter covers an area – the impact of Australian NGOs’ work in the world – where much more information is needed. At present there is no data or indicators for two of the characteristics in this chapter. Gathering relevant data will not be easy but it will be a worthwhile future task, even if it can only ever be partial in its nature. For now, however, ACFID has collected useful data on some aspects of how Australian NGOs work in the world beyond Australia’s borders.

Highlights from the chapter:

- ACFID Statistical Survey data shows that most ACFID members spend a high share of their total spending overseas. This spending is spread across work in a range of different types of work.
- The data does not reveal worrying patterns in the extent to which ACFID members are fragmenting their work across too many projects or countries. A careful read of the evidence does not suggest that there are significant trends towards increased country or project fragmentation. Commensurate with their size, larger NGOs typically have more projects and work in more countries.
- As a whole, ACFID Statistical Survey data suggests that Australian NGOs do not focus most of their work on the world’s neediest countries as per the Human Development Index (HDI) (countries such as Niger and the Central African Republic). Although these countries get some funding, more funding is focused on countries such as Cambodia, where need is still high but not as acute. Comparatively affluent countries such as Chile receive the least funding from Australian NGOs. Need is not the only legitimate criteria for choosing which countries to focus on (other criteria such as potential to be effective and ongoing country relations also matter). As a result, this pattern in NGO spending is not concerning, although it does warrant more investigation. It may be the case that at least some ACFID members could and should be doing more to serve the world’s neediest countries.

Characteristic: Has an appropriate sectoral and geographic focus

**Indicator: Funds disbursed (program spend) in absolute terms as well as percentage of funds raised (over time)**

The first of these indicators looks at international aid program spend: how much money is actually directly spent on development work in developing countries. Figure 53 draws on data from the ACFID Statistical Survey and shows trends (for the short time period we have data for) in aid program spend for ACFID members. The trends broadly mirror those of total revenue shown earlier in this report.

**Figure 53: Trends in program spending**

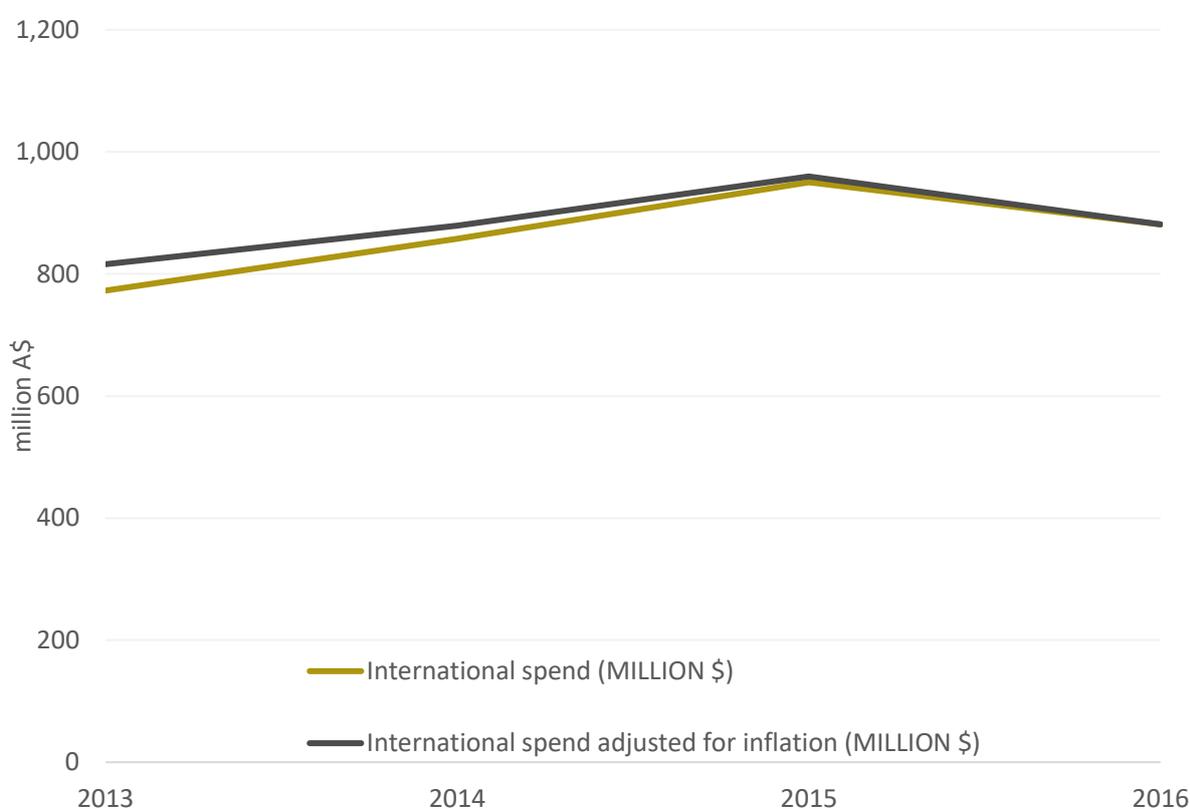
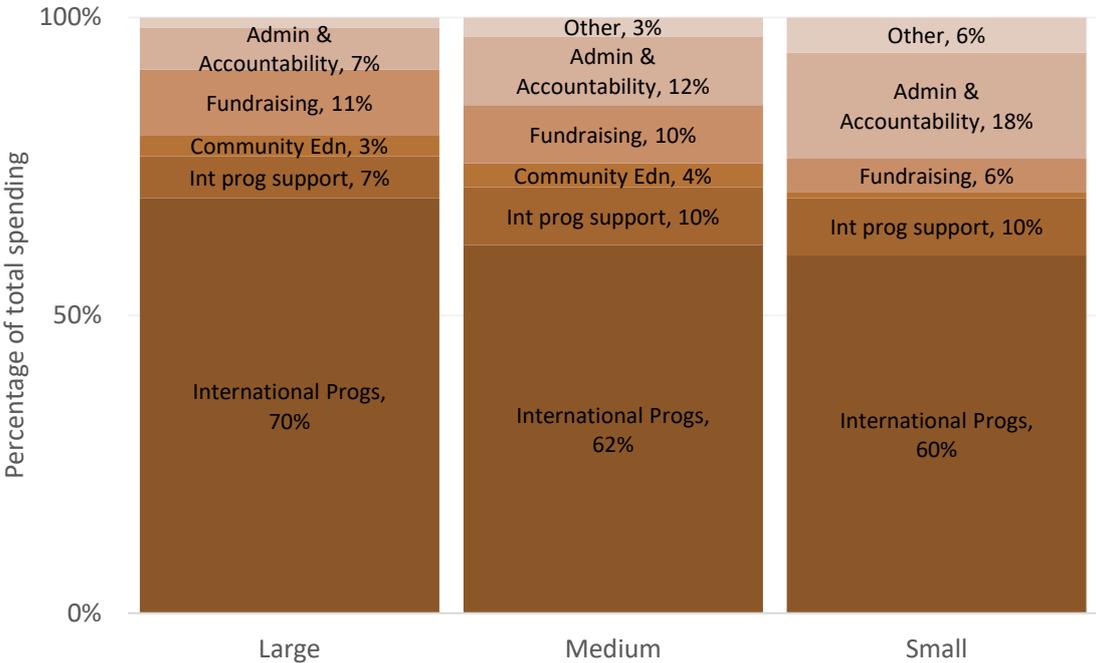


Figure 54 shows international aid program spend as a percentage of total spend on international development work on average for each size group in 2016.<sup>35</sup> Other development spending types are included in the chart as well to provide a full picture of spending. Of the three size groups, larger NGOs have a somewhat higher share of their spending going to international aid programs on average, reflecting the economies of scale that larger organisations can attain.

<sup>35</sup> For ease of interpretation only one year is provided here. We studied data from 2013–16: there were no clear trends. In calculating the percentages, we excluded spending on domestic projects (for example the Red Cross’s domestic work) and other spending not associated with development work.

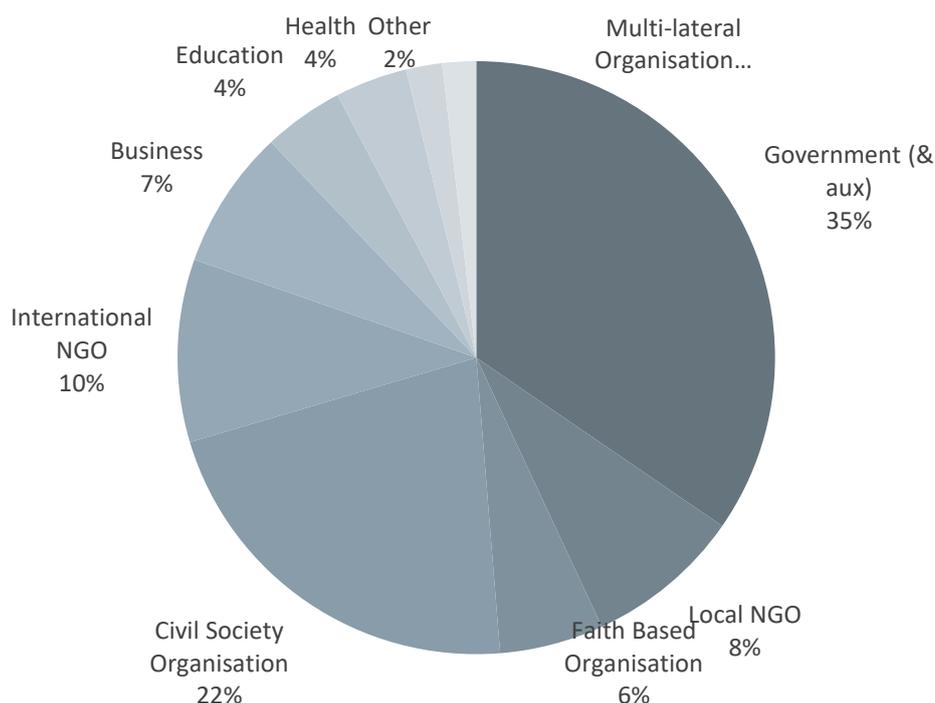
**Figure 54: Mean international program spending by size group (2016)**



**Indicator: ANCP data on in-country partnerships**

Figure 55 shows data for ANCP-registered organisations provided to us by DFAT. The data is for the 2016–17 financial year. The data gives a sense of who ANCP-registered NGOs are partnering with in recipient countries. The percentages are shares of total funding spent. ANCP-registered NGOs are a smaller subset of the Australian development NGO sector than ACFID members are. For this reason, the caveat needs to be made that the data in Figure 55 may not be representative either of ACFID members or of the sector as a whole. Nevertheless, the data provides a useful starting point from which to build an understanding of how organisations are working in the field. Although government (and associated entities) are the largest single category in the chart, taken together, the related categories of local NGOs, faith-based organisations, and civil society organisations are larger. It is not a surprise to find that most ANCP funding is spent by Australian development NGOs in partnership with local NGOs, faith groups and other civil society groups in recipient countries. However, the chart also shows the diversity of partner organisations: not only are governments high in number but the private sector is also well-represented.

**Figure 55: Who Australian development NGOs partner with in-country**



**Indicator: Extent to which NGOs are dividing their work across sectors, countries and projects**

There are three components to this indicator; each requires a different type of interpretation. The first component is sectoral spend (with sector here meaning the type of work being undertaken; for example, work on economic development or health).

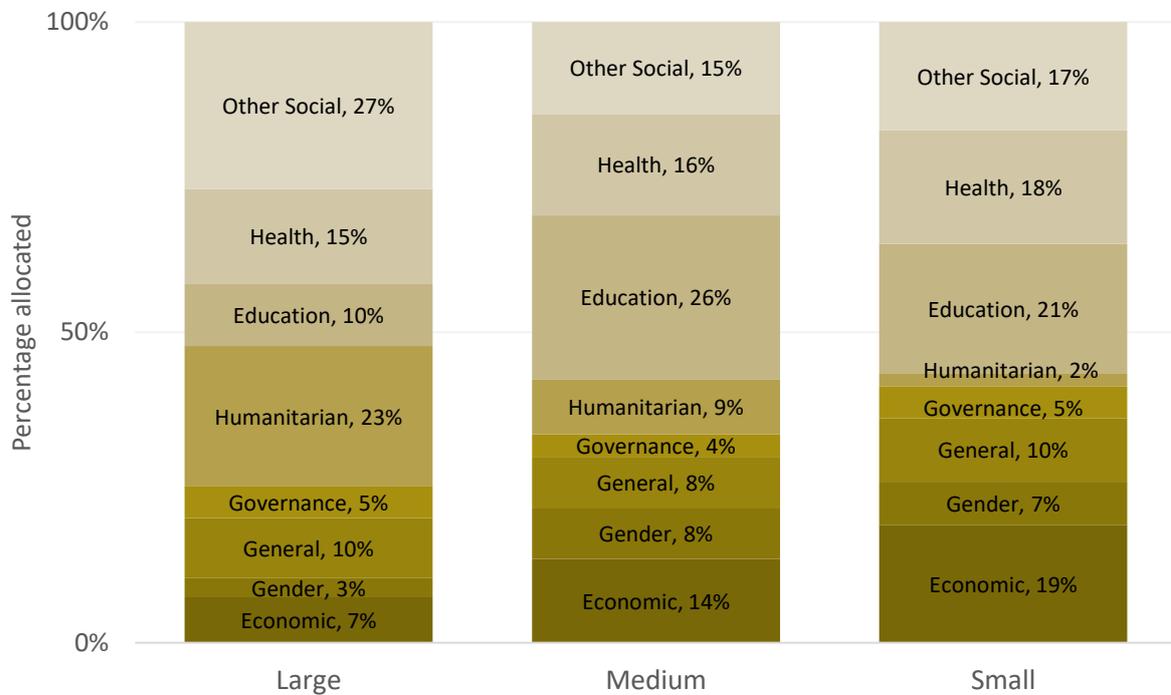
In the case of sectoral spend, the most obvious concern would be if one sector were dominating the work that NGOs were doing. The problems faced by the countries that Australian development NGOs work in are multifaceted. If Australian development NGOs are focusing foremost on need, then one would anticipate their work to be spread across a range of different sectors, rather than being monopolised by any one sector. Figure 56 shows sectoral funding allocations, averaged across each of the organisation size groups. The data comes from ACFID members’ reporting on individual projects. For the sake of easily interpretable charts we focus on 2016.<sup>36</sup>

Three points about Figure 56 bear noting. First, in all three size groups there is no evidence of any particular sector monopolising the work that NGOs do. Second, intriguingly of all the NGO groups, small NGOs are the group where the average member does the most economic development work. Third, humanitarian emergency work is most common amongst larger NGOs. The different shares allocated to humanitarian emergency work between larger and smaller NGOs is striking; however, it makes sense when one considers that large NGOs work in many countries and so are much more likely

<sup>36</sup> Our analysis of trends over time shows some fluctuation in humanitarian allocations, stemming from differing disaster needs in different years. It also shows some rise in focus on the category ‘other social’, 2014–15. This trend appears to be the product of a change in the work of a small number of large NGOs. This fact and the fact that ‘other social’ did not increase further in 2016 suggest to us that that there are no strong sectoral trends across the bulk of ACFID members between 2013 and 2016.

to have a humanitarian emergency occur in a country where they work (or where one of their international organisations work) in any given year.

**Figure 56: Sectoral allocations, ACFID members (2016)**

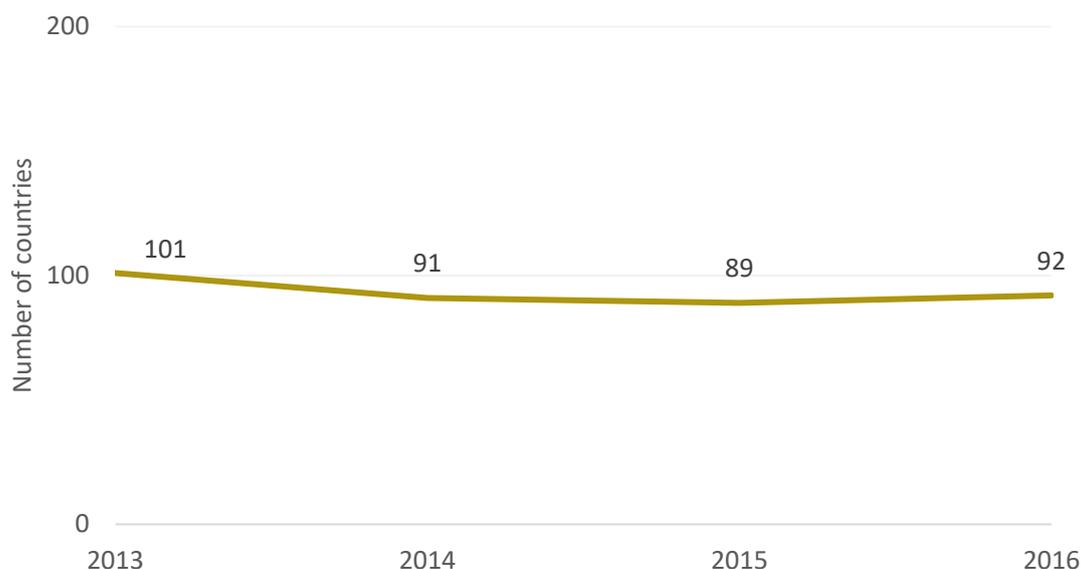


The second component of this indicator is the extent to which NGOs are dividing their work amongst countries and projects. We start by looking at countries. Everything else being equal, working in many countries is less likely to lead to effective aid than working in few countries. Working in many countries is likely to make it harder to gain country experience, and it will likely increase the administrative burden. Of course, everything else is not equal. Larger organisations will probably have institutional capacity that allows them to gain country experience in many countries. Also, there is no shortage of countries where the need for NGO work is high. For these reasons, there is no optimal number of countries that ACFID members should strive to be working in. There are, however, two patterns that would be concerning if we observed them.

The first of these patterns would be if the number of countries that ACFID members were working in was increasing rapidly. It is hard to think of any development reason for such an increase. Figure 57 shows the number of countries that ACFID members are working in, as a total, across the years we have data for. The data comes from the ACFID Statistical Survey. As can be seen, strong trends are not apparent. If anything, there was a downwards trend from 2013 to 2015.<sup>37</sup> The first concerning pattern is not present.

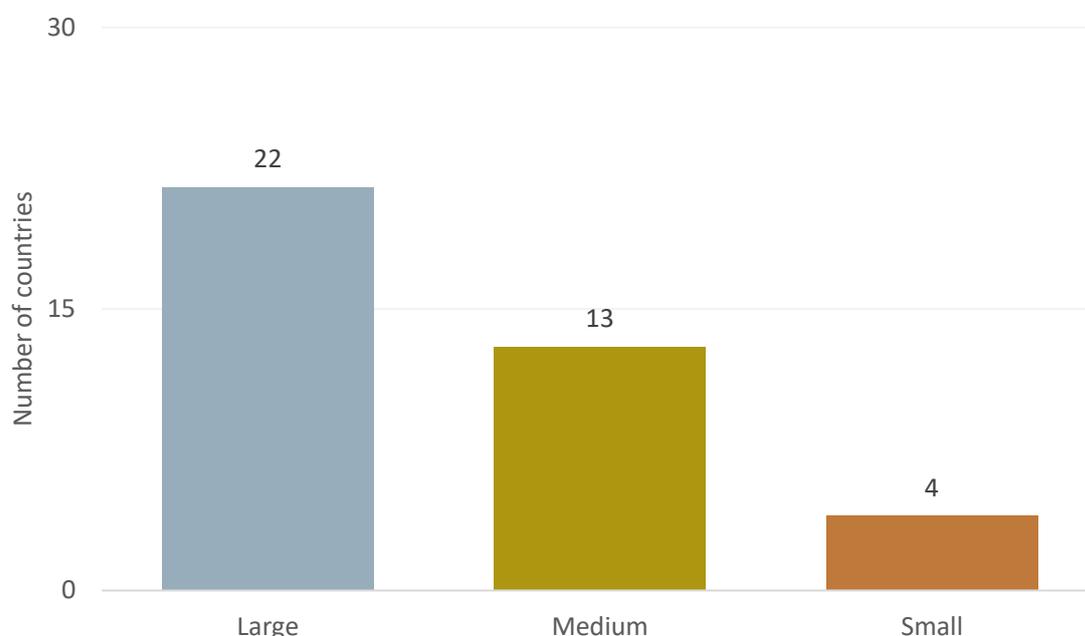
<sup>37</sup> A more technical approach to studying fragmentation across countries involves calculating a fragmentation index (usually 1 minus the Herfindahl–Hirschman index). We have not charted this here because the output is not as intuitively intelligible as simple country numbers. We have examined trends using a fragmentation index. When we did this, we found no evidence of an upwards trend in fragmentation.

**Figure 57: Change in countries over time**



The second concerning pattern that could emerge from examining data on fragmentation across countries, would be if small and medium sized organisations were, on average, working in as many countries as larger organisations. Figure 58 shows the number of countries that the median organisation in each of the size groups was working in, in 2016 (a similar pattern was present for the other years we had data for). The pattern that can be observed appears appropriate. The typical medium sized organisation works in fewer countries than the typical large organisation. The typical small organisation works in fewer countries still.<sup>38</sup>

**Figure 58: Number of countries median ACFID members working in (2016)**

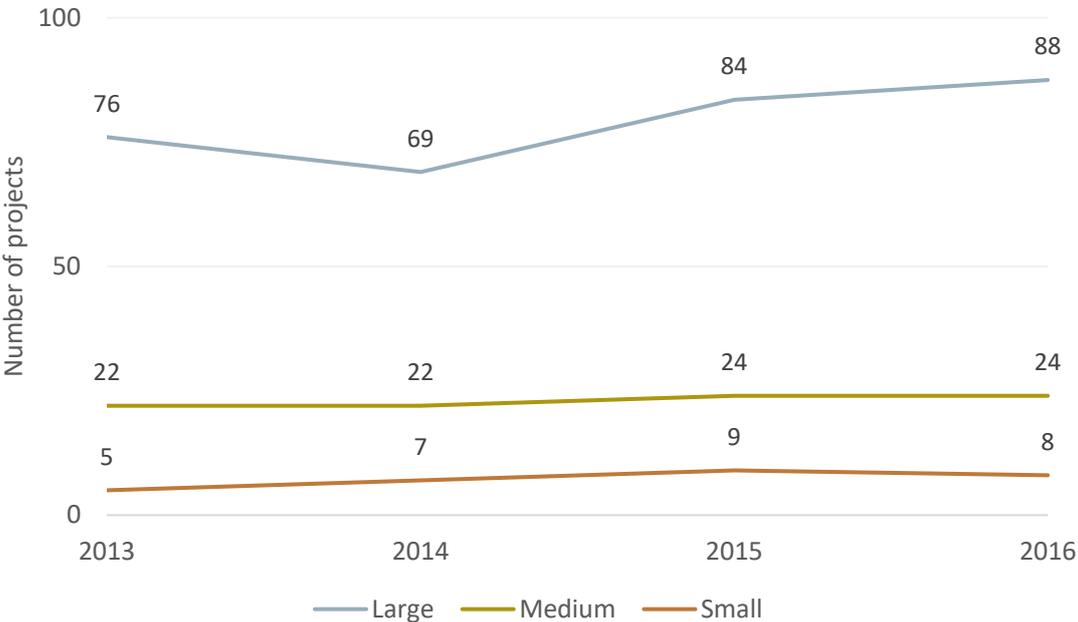


<sup>38</sup> This was also true when we looked at fragmentation index data, rather than simple country counts.

In Figure 59 the focus shifts from fragmentation across countries to fragmentation across projects. The chart shows the number of projects that the median organisation in each size group had active in each year from 2013 to 2016.

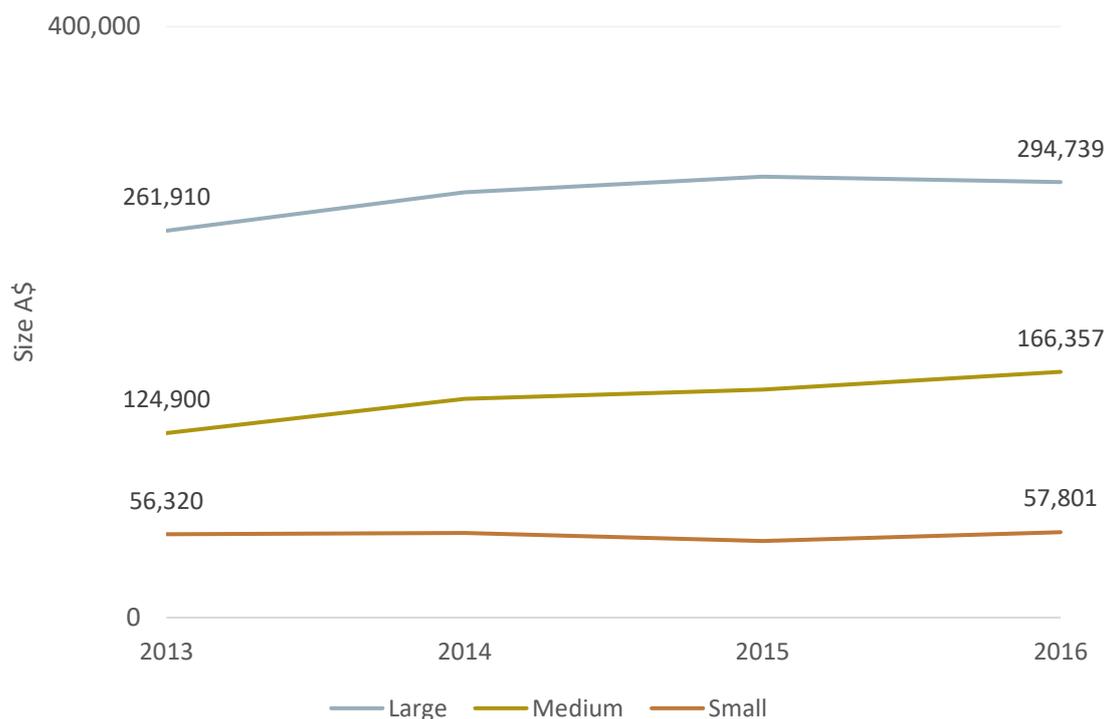
As with countries, there is no optimal number of projects. However, we would have cause for concern if smaller NGOs had as many projects as larger ones; this would be inefficient. We would also have some cause for concern if project numbers were on the rise. Encouragingly, the chart shows that medium sized NGOs have fewer projects than large NGOs and small NGOs have the lowest project numbers. The trends present across time are possibly more concerning. Although the upwards trends in project numbers is only very slight in smaller and medium sized organisations, it is more pronounced for the median large NGO.

**Figure 59: Total number of projects over time for median NGO in each size group**



The significant rise in the number of projects run by large NGOs may appear concerning. However, there are two reasons why the increase is not as worrying as it might seem. First, the group of large NGOs is small. A consequence of this is that although other data issues render medians more appropriate than means as a measure of trends, they still have limitations as a statistic. The rise in the median number of projects hides the fact that amongst large ACFID members, a small majority actually saw project numbers decrease over the period. Furthermore, the total revenue of ACFID members grew over the period from 2013 to 2016. Because of this, the fact that the median NGO in 2016 had more projects than the median NGO in 2013 does not mean that large NGOs have necessarily fragmented their work over smaller and smaller projects. Figure 60 shows the average (inflation-adjusted) project size for the median NGO in each size group over time. As can be seen, for each of the size groups, project size has actually increased. To the extent that project numbers have grown for the median large NGO, this has been driven by increased funding, not more fragmentation across smaller projects.

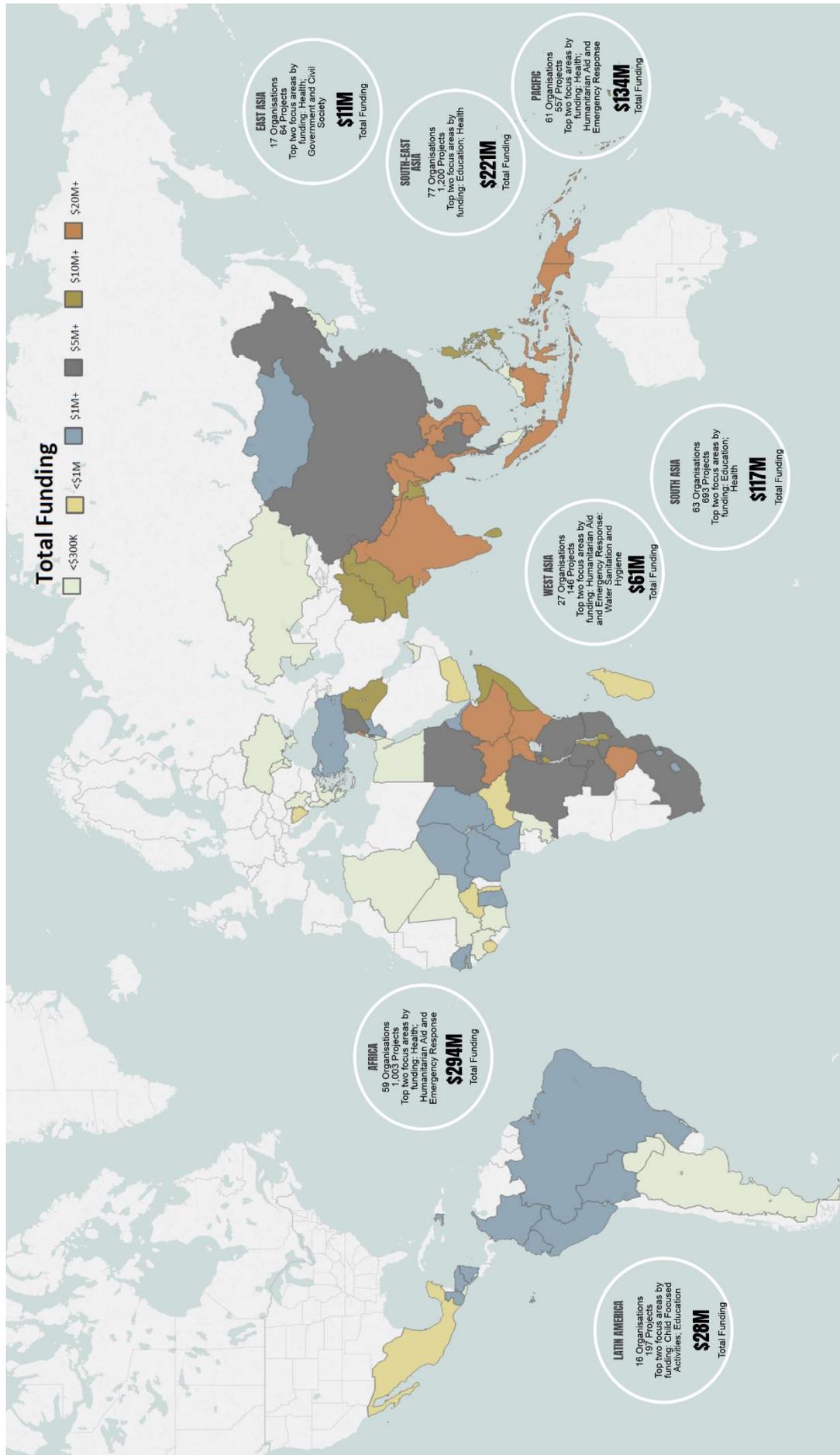
**Figure 60: Average inflation-adjusted project size, median organisation, by size group, over time**



**Indicator: Extent to which NGOs are focusing their work on countries where need is greatest**

The final indicator under this characteristic is the extent to which Australian development NGOs are working in countries where need is greatest. Figure 61 is a global map that shows where ACFID members are working. It reports on funding from all sources. As can be seen, ACFID member organisations work in a very wide range of developing countries.

Figure 61 – Global allocation of ACFID member funding for development and humanitarian projects



To test whether the bulk of ACFID members' funding is allocated to countries where need is greatest, we chose to quantify 'need' as countries' scores on the HDI.<sup>39</sup> Our development NGO country focus data comes from NGO project reporting in the ACFID Statistical Survey. We used NGO aid data from 2015 as that was the year for which the most recent HDI data was available when we undertook the analysis.<sup>40</sup> In the following discussion we focus on how NGOs allocated money that they did not obtain from DFAT. Our rationale for doing this was that non-DFAT funding is likely to be funding which NGOs have the most discretion over, and our primary interest was to glean the priorities of NGOs themselves. However, we also ran the same tests including NGO funding from DFAT alongside NGO funding from other sources. When we did this, we obtained results that were very similar. In the discussion that follows, we focus on NGO aid per capita. However, we also ran the same tests using total NGO aid flows to countries and obtained very similar results.

We used multiple regression analysis to test for the relationship between need and NGOs' country focus. The dependent variable in our analysis was total, non-DFAT country funding allocations, from all ACFID-member NGOs combined, per person in each developing country that received aid from Australian NGOs in 2015.

The central relationship we found existed both as a simple bivariate relationship and when we controlled for other variables to ensure that the relationship was not simply the accidental by-product of some other factor.<sup>41</sup> The nature of the relationship can be seen in Figure 62. The relationship is not a simple one in which countries with greater need are given more money. Rather, countries with very low levels of human development, such as the Central African Republic and Niger, actually get less aid than countries with somewhat higher levels of human development such as Cambodia. Above a level of human development about that of Cambodia, higher human development is unambiguously associated with lower levels of assistance. Comparatively developed countries such as Chile receive very little aid from ACFID members.

To put this another way, as a group, ACFID members are not focusing the most on countries where need is greatest. However, the countries that they are allocating the bulk of their money to are countries where need is still high. Appropriately, they devote very little money to developing countries where need is lowest.

Few people would doubt that there is real need for aid in countries such as Cambodia. As a consequence, the pattern we have identified does not speak to a fundamental flaw in the way that Australian NGOs are allocating their aid. Need should not be the only driver of aid allocation; country experience and strength of partnerships are also important, as are other contextual features that may influence whether Australian NGO aid is likely to succeed in a particular country. It may be the case that ACFID members are focusing their work where they are because their strong ties and experience in these particular countries means that they know their work is likely to be more effective than it

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<sup>39</sup> Academic work focused on whether government aid is allocated on a need basis has tended to use GDP per capita as its measure of need. However, we opted for the HDI as its more holistic view of development is closer to that held by most NGOs. We used GDP/capita as an alternative measure of need in our analysis. Doing this did not dramatically alter our findings.

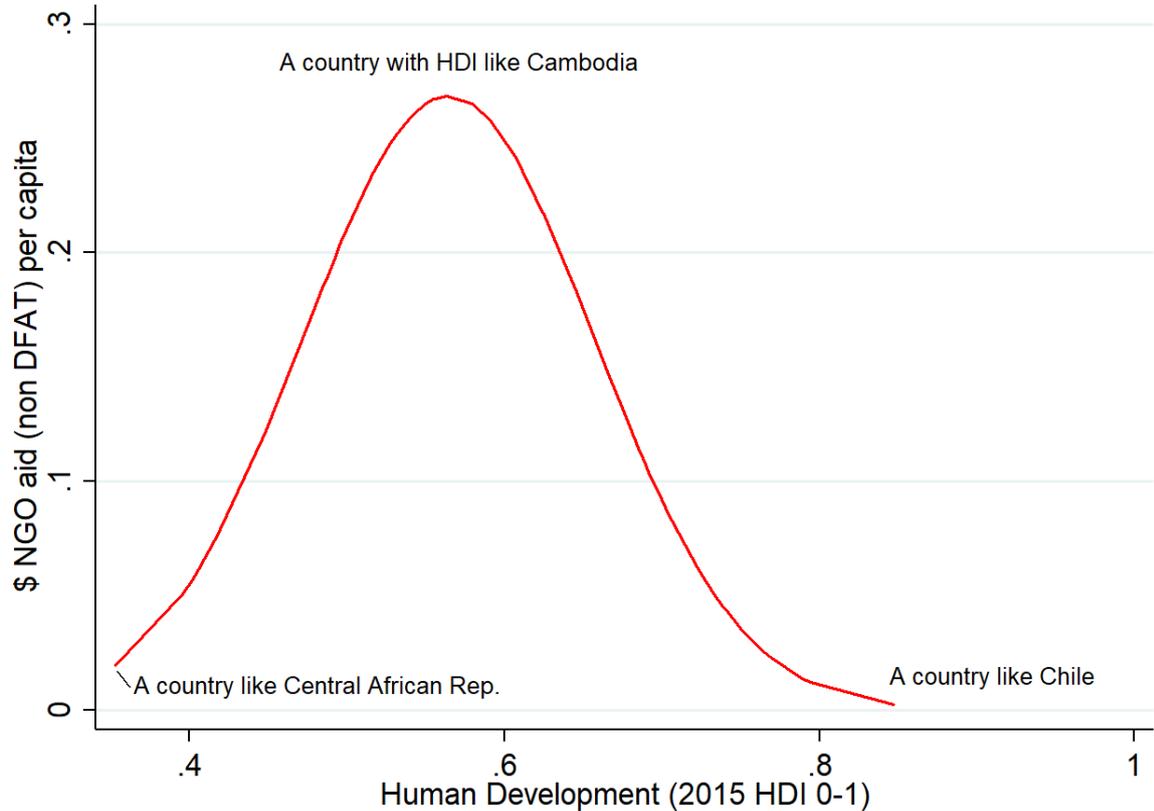
<sup>40</sup> Data from other variables used in our analysis also comes from 2015 or the closest available year.

<sup>41</sup> Specifically, we controlled for region (the Pacific region was the only region that was statistically significantly associated with NGO spending; it was associated with increased funding), whether a humanitarian emergency was occurring in a country (which was positively associated with funding), quality of governance (no association with funding), level of democracy (no association with funding), and population (associated with less NGO aid per capita). The patterns we identified also held when we re-ran our analysis excluding World Vision (on the basis that they are so large that they might be driving findings on their own).

might be elsewhere. It might also be the case that Australian NGOs avoid some countries because they are the focus of NGOs from other donor countries. If this is the case, it would reflect an efficient international division of NGO labour, not an issue.

However, the pattern that we have identified should at least be cause for some NGOs to check whether they could be redirecting some of their work to countries where need is most acute. The existence of so-called ‘aid-orphans’, countries which need aid but which are under-funded, has previously been identified in international work on aid allocation (Ericsson & Steensen 2014). If the countries that are being under-served by Australian development NGOs are also being under-served by other donors, there is a case to be made for increased attention from Australian development NGOs, particularly larger organisations or organisations that are part of international federations and which will be best placed to reallocate resources.

Figure 62: The relationship between NGO aid allocation and human development



Importantly, the relationship we have just described exists even when controlling for region in our regressions. This means that the relationship is not simply a product of Australian NGOs focusing more on closer regions such as the Pacific at the expense of areas such as Africa. Owing to small populations, the Pacific is the focus of more NGO funds per capita than any other global region. However, as Figure 63 shows, Africa is actually the global region where ACFID members distribute the most funding which isn't sourced from DFAT. The relationship we have identified is not a product of differences between regions; rather it stems from differences in spending between countries.

**Figure 63: ACFID member focus by region, excluding funding from DFAT (2016)**

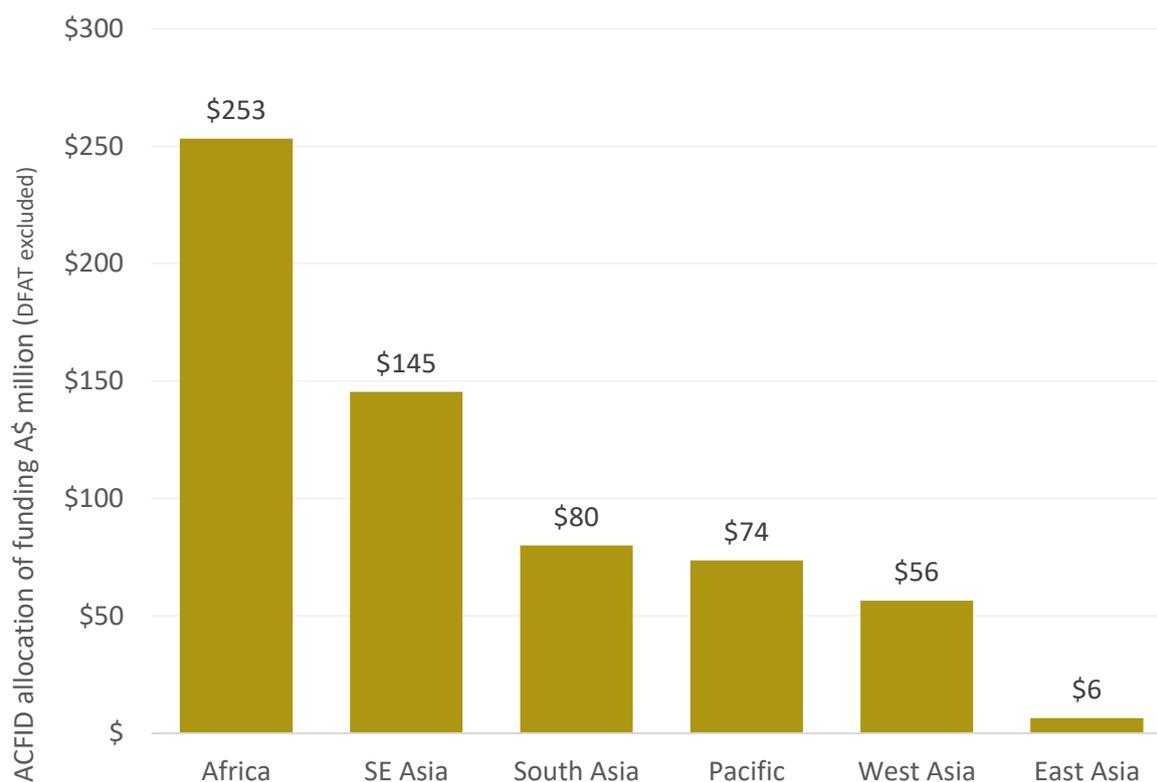
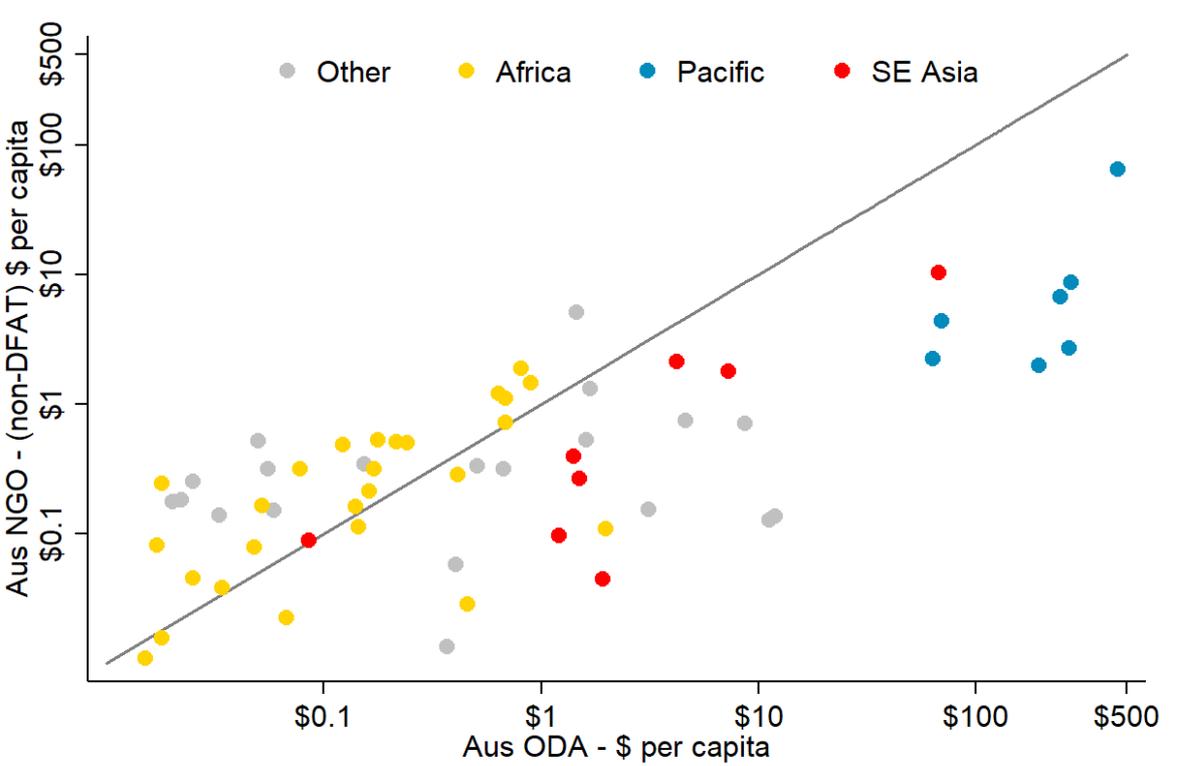


Figure 64 shows one final relationship that may be useful as we work in the future to learn more about why Australian development NGOs focus their work where they do. The chart shows the relationship between total Australian government ODA going to individual countries, and total ACFID member funding allocations (excluding money from DFAT) going to individual countries. All figures are per capita. Data is from 2015. NGO spending comes from the ACFID Statistical Survey. Australian ODA data comes from the Organisation for Economic Co-operation and Development. Individual countries are marked on the chart with dots. The colour coding of the dots distinguishes between different regions. The diagonal line on the chart marks the one-to-one relationship. Points on the line represent countries that receive as much ODA per capita as they do from Australian NGOs (excluding DFAT funding to NGOs). Points above the line represent countries that receive more funding from NGOs than from DFAT. Points below the line represent countries that receive more funding from DFAT than NGOs.

Importantly, to allow the chart to cope with the range in spending, both the x- and y-axes are plotted using log scales. In effect, this means that variation is compressed for countries that receive high amounts of ODA or NGO funding per capita. The log scales do not, however, affect the overall relationship visible in the chart.

The chart shows a clear correlation between Australian ODA spending and Australian NGO funding. Broadly, Australian NGOs and the Australian government have similar country focuses. However, as the preponderance of yellow dots above the line shows, NGOs place relatively greater emphasis on spending in African countries than the Australian government does. Similarly, the preponderance of red and blue dots below the line reflects a more intensive government ODA focus in these countries. The difference is particularly striking for the Pacific countries.

Figure 64: Australian NGO and ODA per capita funding by country (2015)



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## Chapter 6: Conclusion

Whilst the landscape we work in both domestically and internationally continues to evolve and bring new challenges, the data analysed in this report paints an overall picture of a sector in a relatively stable and healthy position at this point in time. In aggregate, both total revenue and public donations have been growing, and trust in development NGOs is reasonably high. Australian development NGOs collaborate successfully in a range of ways, from learning to campaigning. Australian development NGOs may tend to do less work in countries where human development is at its lowest, but the countries where they do work most are clearly countries where their work is needed. Australian development NGOs focus a significant portion of their work on countries in Africa. In-country NGOs' work is spread across an appropriate range of partners and sectors. There is little evidence of increasing project or country fragmentation.

Despite these encouraging facts, the findings that emerge from this report raise some important questions when considered amidst the current context that Australian development NGOs find themselves. Different readers will no doubt find their own areas that they think warrant further analysis and discussion. However, for us the following areas stood out.

Although Australian development NGOs engage in monitoring and evaluation work, if our sample of ACFID members is anything to go by, important opportunities for transparency and shared learning are being lost because so few evaluations are being published online. Encouraging and facilitating the publication of evaluations online in the future could be an important area of growth. It may be the case that this doesn't happen on individual organisations' websites, but rather through a centralised evaluation library. This could serve as a focus point for sharing of learnings between NGOs.

Relatedly, a clear challenge for us as we produced this report was finding systematic evidence of the effectiveness of Australian NGOs' work in developing countries. We know that there are excellent examples of success that exist amongst the work the community undertakes, yet at this point, systematically demonstrating this success is not easy. Being able to demonstrate such success by drawing on solid evidence would strengthen the case for aid delivered by Australian NGOs. Most importantly, it would increase the sector's ability to learn as it worked.

Within the sector there is a clear, urgent need to find means of ensuring that more women are represented at senior management levels. In a sector where most staff are women, it is worrying that most senior decision makers are men; this is a situation that stands at odds to the sector's own commitment to women's empowerment. From here, work is needed to find out what is causing the disparities and how they can be best tackled.

In the area of fundraising, two questions emerge. First, the greater efficiency of the network fundraising model used by smaller NGOs and the larger donations associated with it, raise the question of whether other, larger, NGOs might be able to find a means of emulating this, drawing upon the increased potential for fostering networks that are analogous to personal networks through social media. Also, while we found development NGO engagement with the private sector to be quite strong in general, it was striking just how small a share of Australian businesses donate to Australian development NGOs. This raises the question of whether NGOs could be doing more to engage with businesses as they seek donations. If they could, the potential for increased funding for the important work of Australian development NGOs could be greatly enhanced.

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The fact that such a large share of Australia's development NGOs, as identified in ACNC data, are small, if not tiny, raises important questions too. In particular, there are questions to do with organisational efficacy. It is possible to be a small NGO and to deliver a lot to stakeholders in developing countries. But once organisations become particularly small this seems less likely. For this reason, the large number of NGOs with revenues less than \$10,000 per annum in the ACNC data raises questions. Could more of these NGOs combine? Can people be dissuaded from starting their own NGOs and encouraged to contribute to existing NGOs? Are there means of increasing knowledge-sharing from larger existing NGOs to smaller organisations, even when the smaller organisations exist outside of ACFID?

While it was particularly encouraging to see increased engagement with advocacy amongst ACFID members, and while the ability of the Campaign for Australian Aid to engage people was similarly encouraging, there are further questions to be asked about whether the sector is doing enough advocacy and whether it is going about it the right way. As we described in the sector, development needs are changing and issues such as climate change make advocacy increasingly important. The sector is making a substantial effort in the area of advocacy, but questions remain about how it can be made more effective in an environment where it is so clearly needed.

### **Improving future reports**

This is the first ever state of the sector report conducted in Australia. It has provided a unique opportunity to gather information and learn about the state of the Australian development NGOs and their work. It has also provided an important opportunity to start a conversation about what the sector wants to know about itself in the future. If the sector views additional learning as important, it will have to discuss how missing data can be gathered, and whether the benefits of gathering data outweigh the costs.

Two useful, illustrative, examples of important missing information can be found in the areas of staff diversity and well-being, and development NGOs' impact in the countries where they work. These examples illustrate both the need for more data and the challenges of gathering it.

The first example relates to the important characteristic 'has a healthy and diverse workforce'. At this point, the only indicators for this characteristic pertain to staff numbers and the representation of women at different levels in organisations. As it is, these indicators are very revealing. Yet few would argue that they provide a full picture of the health and diversity of the workforce of Australian development NGOs. Many other important indicators can be thought of for diversity. For example, staff who identify as Aboriginal and Torres Strait Islanders, staff with disabilities, staff who were born or live in other countries, LGBTQI staff, etc. Similarly, the health of development NGOs' staff could be captured in many meaningful ways, including surveyed life satisfaction and surveyed job satisfaction.

The challenge with these additional indicators lies in gathering the necessary data. Potentially, development NGOs could obtain some of the information from their own staff. They could subsequently provide this information to ACFID. However, in some instances, gathering the data may raise privacy issues. It might also add to the costs of NGOs' own internal data gathering and would add to the time burden associated with NGOs' reporting to ACFID. It would also add to the time required to process the data within ACFID.

Another approach that might address privacy issues, and be a more efficient means of data gathering, would involve a survey of staff from development NGOs coordinated by ACFID (or possibly an academic body). If the sample of staff involved was broadly representative, it would not need to be

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particularly large to paint a good picture of staff diversity and well-being. Confidentiality could also be preserved through such a survey. Yet considerable time would still be needed to create a sample frame and for data gathering. Time would also be required for analysis.

The crucial question for this indicator is whether people view the learning that could emerge from the data as worth the additional costs. This question will need to be seriously considered in advance of future surveys.

The second example relates to two characteristics that we were unable to report on this year. The first characteristic was, 'is fostering development and humanitarian responses that enable sustainable change in-country through empowerment of local actors and systems'. The second characteristic was, 'is delivering significant social, political, institutional, economic and environmental outcomes and impact, and contributing to systemic change'. At present, no quantitative data exists, nor do indicators that speak clearly to these characteristics. One obvious means of starting to gather data that might speak to the characteristics would be to ensure that evaluations are as comprehensive as possible, and that they are made publicly available. In this year's report, we showed how rare the publication of evaluations was. If most or all evaluations were well constructed and readily available, some form of analysis could provide insights, even if it could not comprehensively speak to the characteristics. Other innovative methods such as using Keystone Surveys of communities working with Australian development NGOs in recipient countries could also be very useful, although such surveys would come at a cost and would still not fully speak to these indicators.<sup>42</sup>

Although we have only covered three characteristics here, much the same could be said about missing data and other characteristics. In many different areas, the sector will need to decide whether the value of the learnings, and the change that they can help bring about, justifies the cost of gathering the additional data.

Another issue that the sector will need to discuss prior to the next iteration of the report is the scope for learning more about organisations that are not within ACFID. The data that ACFID collects about its members has provided us with a unique opportunity to learn in depth about these organisations. Data from other sources, particularly the ACNC, has augmented our ability to learn about the sector more broadly, but not with the depth that we could learn about ACFID members. As we discussed early in the report, this was not always a limitation, but in some areas it was. In the future, expanding coverage should be considered, although it will certainly necessitate greater resources.

There is undoubtedly scope for improvement in future reports. Nevertheless, the 2018 ACFID State of the Sector Report stands, not only as the first of its kind in Australia, but also as one of the first of its kind globally. It has provided a rich picture of the state of the Australian development NGO sector. There is scope for further learning, but there is also much that has been learnt, and much that can be drawn upon as the sector seeks to change its work amidst a changing world.

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<sup>42</sup> For more information see: <https://keystoneaccountability.org/international-non-governmental-organization-survey/>, accessed 18 Jan 2018.

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## Annex A: Methodology

This report has been made possible by reporting from Australia's development NGOs. It has also been made possible by the data collation efforts of ACFID, the ACNC, DFAT and the Australian National University's Development Policy Centre.

This report draws upon datasets compiled by these organisations. Each of the four central datasets is outlined below, alongside data issues. We also briefly explain the statistical measures used in the report. Footnotes are used throughout the report to explain any additional specific data issues. Where a dataset is only used once in the report (this is true of DFAT data and some public opinion surveys) the dataset is detailed in the section of the report where its findings are discussed.

### The ACNC dataset

All Australian charities and NFP organisations are required to provide an AIS to the ACNC each year. Approximately, 55,000 organisations provide this information to the ACNC; the end result is an impressive dataset. However, the resulting data presented some challenges for our use. The dataset contains comparatively few variables that speak to the indicators chosen for this report. Also, it does not have a single variable that allows development NGOs to be distinguished from other types of NFP organisations. It is relatively easy to distinguish development NGOs from organisations that work solely in Australia. It is harder to distinguish development NGOs from other organisations that work overseas, but which focus most of their work on wealthy countries. Isolating organisations that primarily undertake religious work is also difficult. We isolated development NGOs using a complex combination of filters. The end result, we believe, is a good approximation, although it is imperfect. (Our numbers are slightly higher than those of other researchers such as Knight and Gilchrist (2015, p. 3) and Cortis et al. (2015, p. 9). However, our estimates are of the same order of magnitude.) We have drawn on ACNC data when discussing the number of NGOs, staffing, and volunteer numbers. Owing to the challenges of isolating development NGOs, we have only used one year's ACNC data in our reporting.

### The ACFID Statistical Survey

The ACFID Statistical Survey is a detailed survey that ACFID members complete every year. It contains questions about many aspects of development NGO work, including questions about overall organisation attributes as well as individual projects. In recent years, ACFID staff have carefully validated data gathered in this survey. As a result of the detailed data it gathers, the Statistical Survey forms the backbone of this report. Although Statistical Surveys have been run for many years, compatibility issues mean that we have only been able to use Statistical Survey data since 2013. The most recent Statistical Survey data is for 2016. Occasionally, ACFID members have failed to provide information for a specific year or have failed to provide information for all years. We have taken precautions, outlined below, to ensure that missing data has not biased our findings.

### The Electorate Snapshot survey

In 2016, ACFID surveyed 19 of its largest members asking them questions about the number of public donors they had in each electorate in 2015. They also asked about support from schools, and church and community groups. This information provides important insights into variation in support between different parts of Australia. In the report we focus on variation between states.

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One limitation of the Electorate Snapshot data is that individuals and entities that engaged with more than one of the surveyed NGOs in 2015 may have been double counted. Another limitation is that Electorate Snapshot Data only comes from a subset of Australia's development NGOs and as a consequence probably under-represent engagement to a degree. However, because the organisations sampled are amongst the largest development NGOs, the subset is large. In terms of donations raised, it is estimated that over 80% of ACFID member donations go to the surveyed organisations, and that over 60% of all development NGO donations are raised by the surveyed NGOs (Wood et al. 2016b, p. 10). As a result, while the Snapshot Survey data under-represents total community engagement to a degree, it still provides a good starting point for understanding levels of engagement. Moreover, to some extent, the over-representation and under-representation outlined above will offset each other. Most importantly, the sample of NGOs is also large enough that the data ought to provide reasonable estimates of relative levels in engagements between different states.

#### ACFID Code of Conduct reporting

Every year all ACFID members are required to report on their compliance with the ACFID Code of Conduct. ACFID aggregates individual members' responses into a reporting database. In some instances, we were able use aggregate information from these responses to report against indicators. Data from the Code of Conduct covers all ACFID members. Because of changes to the Code of Conduct in 2017, the most recent data we had available this year came from Code of Conduct reporting in 2015. Future State of the Sector reports will be able to draw on more recent data.

#### The Development Policy Centre dataset

The Development Policy Centre has created a dataset—based on ACFID data, and on data from development NGOs' annual reports that track total revenue and total public donations over time. The advantage of this dataset is that it is a long time series stemming back to 2002. In addition to including all ACFID members in its calculations of totals, it also includes data on the two largest development NGOs that are not-members of ACFID, making it more representative of the sector as a whole. However, the dataset only contains information on public donations and total revenue, and only provides aggregate totals, as opposed to information on individual NGOs. This means that it is only useful in studying overall revenue trends.

### Understanding the calculations

#### **Totals, means and medians**

The Australian NGO sector is comprised of a small number of very large organisations as well as many smaller organisations. Often, we break our charts down by different size categories. (See the boxed text on ACFID size categories.) However, at times there is also considerable variation within the size categories. Because of this, to ensure the most representative possible picture, we use different statistics in different parts of the report depending on the information available to us and the nature of the data.

- When we're interested in the total sector (or totals for each size group) we report on **aggregate totals**.
- When we're trying to get a sense of the state of affairs in the average development NGO we report on **means** (the most common measure of average) whenever we can. At times though,

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unusual organisations bias the calculations of means in a way that makes means unrepresentative. When this problem occurs, we use **medians** (the median is the middle organisation in a group once organisations have been sorted on the variable of interest).

- At times, the traits of different development NGOs vary a lot. When seeing that this variation is important, we have charted it using **histograms**.

### **Trends over time**

Where possible, we report on trends over time. Sometimes this is not possible because we only have one year's data. In other instances, because we often only have data for four years, trends – if they exist – are not sufficient to be distinguished from random fluctuations. When we only have one year's data, or when trends aren't obvious, we often only report on the most recent year.

When we report on trends using ACFID Statistical Survey data, we only include organisations that have provided data for every relevant year. This is to ensure that apparent trends are not artefacts of changes in the organisations providing data. Also, when we report on trends for different size groups, we keep individual organisations in the same size groups over time. This is to ensure that apparent trends are not simply a product of changes in group composition.

When we report on trends relating to financial data, we provide inflation-adjusted figures to ensure that we are capturing real change.

## Annex B:

Table 1: Ranked list of ACFID Code Compliant Signatories & non-ACFID Code signatories that received the largest amount of funding from all sources in 2016 (various data sources)

	Organisation	15–16 Total Revenue \$	Percentage of Total %	Category
1	World Vision Australia	435,064,000	21.4%	ACFID Member
2	Save The Children Australia	105,721,000	5.2%	ACFID Member
3	Oxfam Australia	103,537,000	5.1%	ACFID Member
4	Médecins Sans Frontières Australia	94,266,720	4.6%	Non-Member
5	The Fred Hollows Foundation	79,838,000	3.9%	ACFID Member
6	Compassion Australia	78,789,759	3.9%	Non-Member
7	CARE Australia	69,489,940	3.4%	ACFID Member
8	Plan International Australia	63,275,000	3.1%	ACFID Member
9	Childfund Australia	49,346,023	2.4%	ACFID Member
10	LDS Charities Australia	46,180,554	2.3%	Non-Member
11	Australia For UNHCR	43,125,559	2.1%	ACFID Member
12	Caritas Australia	42,015,934	2.1%	ACFID Member
13	Rotary Australia Overseas Aid Fund	41,826,238	2.1%	Non-Member
14	Australian Red Cross	40,353,000	2.0%	ACFID Member
15	CBM Australia	32,820,000	1.6%	ACFID Member
16	UNICEF	30,685,830	1.5%	ACFID Member
17	Global Development Group	29,799,644	1.5%	ACFID Member
18	WWF Australia	29,452,424	1.4%	ACFID Member
19	Amnesty International Australia	28,240,001	1.4%	Non-Member
20	MAA International	19,477,971	1.0%	ACFID Member
21	Australian Volunteers International	19,092,413	0.9%	ACFID Member
22	Catholic Mission	18,750,968	0.9%	Non-Member
23	ADRA	18,362,070	0.9%	ACFID Member
24	Samaritan's Purse Australasia	17,601,006	0.9%	Non-Member
25	TEAR Australia	15,625,223	0.8%	ACFID Member
26	Act for Peace	14,793,554	0.7%	ACFID Member
27	Wateraid Australia	14,093,159	0.7%	ACFID Member
28	Actionaid Australia	13,155,347	0.6%	ACFID Member
29	Opportunity International Australia	12,735,000	0.6%	ACFID Member
30	Brien Holden Vision Institute Foundation	12,496,974	0.6%	ACFID Member
31	Marie-Stopes International	11,743,693	0.6%	ACFID Member
32	Burnet Institute	11,259,000	0.6%	ACFID Member
33	Baptist World Aid Australia	11,008,666	0.5%	ACFID Member
34	Action on Poverty	10,436,247	0.5%	ACFID Member

35	International Women's Development Agency	8,960,678	0.4%	ACFID Member
36	Catholic Mission Donation Fund	8,179,384	0.4%	Non-Member
37	Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine	8,036,127	0.4%	ACFID Member
38	RedR Australia	7,891,535	0.4%	ACFID Member
39	The Royal Australian And New Zealand College of Ophthalmologists	7,827,381	0.4%	ACFID Member
40	Islamic Relief Australia	7,600,724	0.4%	ACFID Member
41	Christian Overseas Provident Tutelage Society of Australia	7,103,126	0.3%	Non-Member
42	Australian Lutheran World Service	6,644,029	0.3%	ACFID Member
43	East African Fund	6,505,839	0.3%	Non-Member
44	Mercy Ships Australia	6,388,648	0.3%	Non-Member
45	ACC International Relief	6,380,081	0.3%	ACFID Member
46	Live and Learn Environmental Education	6,354,759	0.3%	ACFID Member
47	Australian People For Health Education & Development Abroad	6,215,848	0.3%	ACFID Member
48	Asian Aid Organisation	5,457,506	0.3%	ACFID Member
49	Mercy Works	5,267,004	0.3%	ACFID Member
50	The Leprosy Mission Australia	5,130,144	0.3%	ACFID Member
51	Good Shepherd Services	4,871,650	0.2%	ACFID Member
52	Habitat for Humanity Australia	4,834,224	0.2%	ACFID Member
53	The Hunger Project Australia	4,762,923	0.2%	ACFID Member
54	Anglican Board Of Mission - Australia	4,746,699	0.2%	ACFID Member
55	Fairtrade Australia And New Zealand	4,718,464	0.2%	ACFID Member
56	People with Disability Australia	4,144,960	0.2%	ACFID Member
57	Mission Without Borders (Australia)	4,118,526	0.2%	Non-Member
58	World Education Australia Limited	3,910,593	0.2%	ACFID Member
59	Royal Australasian College Of Surgeons	3,874,343	0.2%	ACFID Member
60	Global Care Australia	3,581,154	0.2%	Non-Member
	<b>Remaining 534 organisations</b>	219,291,392	10.8%	
	<b>Total revenue to organisations</b>	2,037,255,658		

Table 2: Ranked list of ACFID members that received the largest amount of Community Support funding, 2014–16.

	Organisation	15–16 total Community Support funding \$	Percentage of total %	14–15 total Community Support funding \$	Percentage of total %
1	World Vision Australia	347,682,000	37.4%	338,901,000	36.8%
2	Oxfam Australia	62,667,333	6.7%	63,277,000	6.9%
3	The Fred Hollows Foundation	56,350,000	6.1%	52,046,000	5.7%
4	Australia for UNHCR	33,845,018	3.6%	32,696,545	3.6%
5	ChildFund Australia	31,107,727	3.3%	33,231,152	3.6%
6	Save the Children Australia	28,883,000	3.1%	28,449,609	3.1%
7	PLAN International Australia	28,591,000	3.1%	31,514,000	3.4%
8	Global Development Group	28,071,686	3.0%	30,719,283	3.3%
9	Caritas Australia	27,201,541	2.9%	30,306,330	3.3%
10	World Wildlife Fund Australia	26,380,026	2.8%	25,622,815	2.8%
11	UNICEF Australia	25,677,593	2.8%	28,983,165	3.1%
12	CBM Australia	23,380,000	2.5%	23,619,000	2.6%
13	CARE Australia	14,495,449	1.6%	14,899,080	1.6%
14	Transform Aid International	13,590,348	1.5%	13,164,059	1.4%
15	MAA International Ltd.	12,613,858	1.4%		
16	TEAR Australia	10,141,486	1.1%	11,781,439	1.3%
17	ActionAid Australia	9,853,424	1.1%	4,187,886	0.5%
18	Australian Red Cross	9,452,000	1.0%	21,746,000	2.4%
19	Islamic Relief Australia	7,600,724	0.8%	4,708,848	0.5%
20	Act for Peace	7,282,017	0.8%	5,357,798	0.6%
21	Action on Poverty	6,566,142	0.7%	6,228,321	0.7%
22	ADRA Australia	6,544,357	0.7%	6,273,208	0.7%
23	ACC International Relief	6,366,747	0.7%	6,224,456	0.7%
24	Opportunity International Australia	6,210,000	0.7%	8,143,000	0.9%
25	YWAM Medical Ships	5,841,062	0.6%		
26	WaterAid Australia	5,309,991	0.6%	4,164,567	0.5%
27	Asian Aid Organisation	5,003,109	0.5%	4,499,392	0.5%
28	Mercy Works Ltd.	4,705,872	0.5%	1,168,806	0.1%
29	Australian Lutheran World Service	4,310,861	0.5%	5,028,122	0.5%
30	The Hunger Project Australia	3,534,222	0.4%	3,557,006	0.4%
	Remaining 100 ACFID members	70,618,109	7.6%	80,348,287	8.7%
	Total Community Support funding to ACFID members	\$929,876,703		\$920,846,174	

Table 3: Ranked list of ACFID members that had the highest disbursements to international aid and development programs, 2014–16

Organisation		15–16 disbursements to international aid and development programs \$	Percentage of total %	14–15 disbursements to international aid and development programs \$	Percentage of total %
1	World Vision Australia	219,847,000	21.84%	269,403,000	25.24%
2	Oxfam Australia	69,186,952	6.87%	61,105,000	5.72%
3	CARE Australia	65,148,403	6.47%	54,399,332	5.10%
4	The Fred Hollows Foundation	52,938,000	5.26%	41,042,000	3.84%
5	PLAN International Australia	50,025,000	4.97%	52,267,000	4.90%
6	Save the Children Australia	48,749,000	4.84%	81,628,542	7.65%
7	Australian Red Cross	45,529,000	4.52%	47,541,000	4.45%
8	ChildFund Australia	40,139,498	3.99%	41,017,700	3.84%
9	Caritas Australia	32,354,719	3.21%	34,391,901	3.22%
10	Global Development Group	29,229,355	2.90%	33,310,775	3.12%
11	Australia for UNHCR	28,140,209	2.80%	28,291,408	2.65%
12	CBM Australia	25,996,000	2.58%	24,095,000	2.26%
13	UNICEF Australia	18,552,190	1.84%	22,616,534	2.12%
14	AVI	16,610,692	1.65%	29,801,936	2.79%
15	TEAR Australia	14,909,389	1.48%	15,244,147	1.43%
16	Transform Aid International	12,798,777	1.27%	12,741,346	1.19%
17	Burnet Institute	11,962,000	1.19%	12,383,000	1.16%
18	MAA International Ltd.	11,579,518	1.15%		
19	Marie Stopes International Australia	10,764,304	1.07%	12,152,573	1.14%
20	ADRA Australia	10,708,202	1.06%	10,632,591	1.00%
21	Act for Peace	10,511,222	1.04%	8,381,522	0.79%
22	Action on Poverty	9,692,911	0.96%	10,019,568	0.94%
23	WaterAid Australia	9,476,326	0.94%	10,735,724	1.01%
24	International Women's Development Agency	7,235,756	0.72%	5,765,612	0.54%
25	Brien Holden Vision Institute Foundation	7,196,943	0.71%	7,447,502	0.70%
26	Australian Lutheran World Service	6,139,268	0.61%	6,132,512	0.57%
27	Asian Aid Organisation	6,095,226	0.61%	5,782,026	0.54%
28	Opportunity International Australia	6,073,000	0.60%	5,837,000	0.55%
29	ACC International Relief	6,002,093	0.60%	5,580,894	0.52%
30	ActionAid Australia	5,711,075	0.57%	6,471,912	0.61%
	Remaining 100 ACFID members	117,347,694	11.7%	111,335,191	10.4%
	<b>Total disbursements to international aid and development programs by ACFID members</b>	<b>\$ 1,006,649,722</b>		<b>\$ 1,067,554,248</b>	